



**Aalto University  
School of Business**

# **How can large Finnish companies implement and execute Growth Hacking**

Master's thesis

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## Abstract

Growth hacking, a term that was coined in 2010, has been widely acknowledged in the startup scene, but hasn't gained significant traction in the environment of large corporations. The purpose of growth hacking is to find sources of growth, therefore, there is no apparent reason why it shouldn't be considered as a way of working, or a mindset, for large companies too.

This thesis focuses on finding deeper meaning about growth hacking in large Finnish companies. The purpose is to find out how the term is perceived in large companies and what does growth hacking mean for them. Moreover, this thesis will explain how growth hacking can be implemented into large Finnish companies.

A literature review and an exploratory study were conducted, to answer the aforementioned questions.

The first objective of this thesis is to provide an overview of what growth hacking means in general, and in the context of large Finnish companies. The second objective is to provide an overview of how growth hacking can be implemented and used in large Finnish companies. The research for this thesis was conducted as an assignment for a Finnish company called Avaus Marketing Innovations Oy.

Growth hacking is generally suitable for all large companies that are looking for growth. However, not all growth hacking methods suit all companies. Perhaps even more important than the methods is the growth hacking mindset, which is suitable for large companies as it is for startups.

Fitting growth hacking mindset into the culture of a large organisation is difficult. Thus, one suitable way to implement growth hacking into large companies is with the help of inner startups or other self-directed units, who work with growth hacking methods and then communicate the success stories in the organisation.

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### Tiivistelmä

Termi kasvuhakkerointi luotiin vuonna 2010. Kasvuhakkerointi on laajasti tunnettu termi startup-maailmassa mutta se ei kuitenkaan ole vielä saavuttanut merkittävää huomiota suurissa yrityksissä. Kasvuhakkeroinnin tarkoitus on löytää tapoja yrityksen kasvuun. Tämän vuoksi ei ole selvää syytä, miksi sitä ei voisi soveltaa työtapana tai ajatusmaailmana, myös suurissa yrityksissä.

Tämä tutkielma pyrkii tutkimaan kasvuhakkeroinnin syvempää olemusta suurissa suomalaisissa yrityksissä. Tarkoitus on selvittää, miten termiin suhtaudutaan suurissa suomalaisissa yrityksissä, ja mitä se tarkoittaa näille. Lisäksi, tämä tutkielma selittää, miten kasvuhakkerointia voidaan implementoida suuriin suomalaisiin yrityksiin.

Kirjallisuuskatsaus, sekä tutkiva haastattelututkimus toteutettiin edellä mainittuihin asioihin vastaamiseksi.

Tämän tutkielman ensimmäinen tavoite on kuvata, mitä kasvuhakkerointi tarkoittaa yleisellä tasolla, sekä suurten suomalaisten yritysten kontekstissa. Toinen tavoite on antaa yleiskuva siitä, miten kasvuhakkerointia voidaan implementoida sekä toteuttaa suurissa suomalaisissa yrityksissä. Tutkielman haastattelututkimus toteutettiin toimeksiantona suomalaiselle yritykselle nimeltä Avaus Marketing Innovations Oy.

Yleisesti ottaen kasvuhakkerointi sopii kaikille yrityksille, jotka etsivät kasvua. Kaikki kasvuhakkeroinnin menetelmät eivät kuitenkaan sovi kaikille yrityksille. Ehkä menetelmiäkin tärkeämpää on kasvuhakkeroinnin ajattelutapa, joka taas sopii niin suurille yrityksille, kuin startupeillekin.

Kasvuhakkeroinnin ajattelutavan implementointi suureen yritykseen on hankalaa. Yksi sopiva tapa implementointiin on sisäisten startuppien tai muiden itsenäisten yksikköjen käyttäminen ja niiden onnistumisten viestiminen organisaatiossa.

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**Avainsanat** kasvuhakkerointi, digitaalinen markkinointi, kasvuyritykset, suuret yritykset

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## 1 Introduction

### 1.1 Motivation for the research

Growth Hacking as a term has originally evolved from the start-up world and many people still connect the term into the startup scene. According to Oxford Dictionary, a startup is a “newly established business” (Oxford Dictionary). The American Heritage Dictionary describes a startup as follows, “A business or undertaking that has recently begun operation” (The American Heritage Dictionary).

In recent years many large companies have also taken growth hacking methods into use. Nowadays growth hacking is considered to be modern digital marketing with the purpose of growing a company. Business growth is defined in [businessdictionary.com](https://www.businessdictionary.com/definition/business-growth.html) as follows: “The process of improving some measure of an enterprise's success. Business growth can be achieved either by boosting the top line or revenue of the business with greater product sales or service income, or by increasing the bottom line or profitability of the operation by minimizing costs.” (Business Dictionary).

For that reason, the border between growth hacking being only for start-ups and not for large companies has diminished and many large companies already have growth hackers or even dedicated growth hacking teams (e.g. the companies represented in the explorative study of this thesis). For the above reasons, it is a proper time to extend the research of the phenomenon of growth hacking from only startups to large corporations.

The research conducted in this thesis will focus on large companies in Finland. The official definition for a large company in the EU is a company that has more than 250 employees (European Commission, 2018). However, because this thesis focuses on Finnish large companies, the definition of a large company in this thesis is a company that is publicly listed in OMX Helsinki stock market. Moreover, all the companies that are represented through the interviews in this thesis, have thousands of employees.



The author of this thesis could not find any peer-reviewed publications about growth hacking in large companies. Also, the amount of relevant academic articles about growth hacking in general is very small. However, growth hacking is nowadays a term that many people in large companies know and use – even though there is a lot of variety in how people see its meaning. In the future, when the term and methodologies spread further in large companies, the need for academic literature about the subject becomes more important.

When large companies start to consider implementing growth hacking methodologies or mindsets, there will be a need for academic literature about the subject, and especially in the scope of large companies. Large companies usually need a thorough research before implementing something new and they are likely to prefer peer-reviewed publications compared to content found from the internet on various blogs and other media that can't be taken as seriously as academic work.

## 1.2 Research problem

The purpose of this study is to examine the phenomenon of growth hacking, and find out whether it would be suitable for large companies in Finland, and how it could be implemented and executed.

Growth hacking's number one goal is the growth of the company. The most important goal for publicly traded companies is to generate profits for their shareholders. In a case of a profitable company, controlled growth increases revenue and profits. So why wouldn't growth hacking be an option to large companies as well?

Naturally, it is worth asking whether there is something in growth hacking that makes it impossible or too difficult to implement into large companies? There definitely can be aspects that make growth hacking harder for large companies. On the other hand, there can also be aspects that make growth hacking easier for large companies than for startups. A growth hacker does everything possible to attract new clients for his or her product or service (Chen, 2012). If growth hacking is that simple, why shouldn't it be suitable for large companies too?

Because there is not much academic literature written of the topic of growth hacking, this thesis will first try to demonstrate what growth hacking is in general. This groundwork is then mirrored to the

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actual explorative study, which on a high level aims to find out what growth hacking is in large Finnish companies.

There are multiple different sub-questions that the study gives answers to, such as: what is growth hacking, what are the differences in growth hacking between startups and large companies, what kind of methods are suitable for large companies, what kind of challenges large companies have with growth hacking, in what kind of situations is growth hacking suitable for large companies and what is the future like for growth hacking in large Finnish companies.

However, in the end, the main research question that this study gives answers to is; Is growth hacking suitable for large Finnish companies and if it is, how could it be implemented and executed?

### 1.3 Research hypotheses

Growth hacking started in the environment of startups and the literature of it has been focused around startups. No academic literature was found for the literature review of this thesis about growth hacking in large companies. However, in the real world, it is evident that large companies are using or consider using growth hacking. This came apparent in the explorative study of this thesis. Thus, the first hypothesis for this thesis is H1: With growth hacking methods, large Finnish companies can serve their customers better and thus increase sales and grow faster.

The literature review of this thesis points out that growth hacking is a lot about a certain kind of mindset. According to Oxford Dictionary, a mindset is “The established set of attitudes held by someone” (Oxford Dictionary). There are various different growth hacking methods but still, the mindset towards the work can be thought to be at least as important. The second hypotheses in this thesis is H2: Growth hacking in large companies differentiates from startups but the mindset needed for it, is the same.

## 2 Literature review

Growth hacking, like almost any term used in the rapidly changing digital world, is hard to be described in a way that would last forever. In other fields of business there are terms that can hold on to their meaning for centuries or forever, examples of these could be revenues, taxes or interest rates. Digital marketing, on the other hand, is a constantly and rapidly changing field of business. A term that meant something two years ago can mean something very different today.

Growth hacking is also a tricky term to describe since its meaning is quite different for different people, which again is related to the fact that the term is relatively new as it was first mentioned in 2010 (Ellis S, 2010). Raf Weverbergh wrote a blog post to Whiteboardmag (<http://www.whiteboardmag.com/what-is-agrowth-hacker-and-is-growth-hacking-bullshit/>), which summarises the issue of the variety of different perceptions for the term. In his post, he compares the perceptions of the most influential people in growth hacking, like Sean Ellis (founder and CEO of growthhackers.com), Andrew Chen (e.g. an advisor/investor for tech startups including AngelList, Barkbox, Dropbox, Product Hunt, Tinder, and others), Patrick Vlaskovits (New York Times bestselling author and entrepreneur) and Aaron Ginn (e.g. published author and a growth hacker in Mitt Romney's presidential campaign). It becomes evident from the article that even these individuals have quite different viewpoints of what growth hacking is and what kind of an individual a growth hacker is.

This part of the thesis will go through the birth of the term in question, how its meaning has evolved and what it actually means today, in the end of the year 2017.

### 2.1 What does growth hacking mean and how it was born

Growth hacking as a term was born in 2010. It was first mentioned by Sean Ellis in his own blog called Startup Marketing (<http://www.startup-marketing.com/where-are-all-the-growth-hackers/>). Sean Ellis later described that he felt the need to come up with a new term because he was feeling frustrated when hiring replacements for himself. He didn't want to find a traditional marketer but something different. For that, he needed to create a new term to describe more precisely what he was looking for. (Bronson & Patel, 2014).

Ryan Holiday's book, *Growth Hacker Marketing*, is one of the most read and acknowledged books about growth hacking but on the other hand, it was written in 2013 (edited in 2014). A growth hacker is someone who has replaced traditional marketing methods with only what is testable, trackable and scalable. Growth hackers' tools are e-mails, pay-per-click ads, blogs, and API's instead of commercials, publicity and money. Growth hacking has changed marketing from brand based into metric and ROI driven but it is more than just marketing with better metrics. Aaron Ginn, a growth hacker in Mitt Romney's presidential campaign, summed it up by describing how growth hacking is like a mindset than a tool kit. (Holiday, 2014).

Andrew Chen also had a broad view into growth hacking. He described how growth hacker is a person who is doing everything possible to attract new clients for his or her product or service (Chen, 2012).

Samantha Sineni interviewed Sean Ellis in her thesis *Growth Hacking: A Deep Look into Online Marketing for Startups* (2014). Sineni summarises Ellis' thoughts about what growth hacking is as "the science of understanding growth". Moreover, Sineni refers to Ellis describing that growth hacking is at the intersection of statistics, computer science and marketing. (Sineni, 2014)

To be able to describe growth hacking, one has to talk about marketing. Because of this it is important to describe what marketing means. In 2008, The American Marketing Association defined marketing as "The activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society in large" (Palmer, 2012, p.4). The Chartered Institute of Marketing in UK has proposed a new definition for marketing, describing it as "The strategic business function that creates value by stimulating, facilitating and fulfilling customer demand – it does this by building brands, nurturing innovation, developing relationships, creating good customer service and communicating benefits." (Palmer, 2012, p.5).

Today, new technology challenges the fundamentals of traditional marketing. The internet is turning marketing on its head. Mass markets are turning into markets of one, push marketing into "permission marketing", fixed pricing into global auctions and pricing set by customers. Digital

marketing is not just traditional marketing on steroids. It is not just a faster or newer channel. It is a never approach to marketing. (Wind & Mahajan, 2001).

Viral marketing, according to Cambridge Dictionary is, “a marketing activity in which information about a product spreads between people, especially on the internet” (Cambridge Dictionary).

Growth hacking is the new form of viral marketing. A viral exposure if her content is crucial for a growth hacker because she is responsible for driving explosive, exponential growth for her company. (Casanova, 2013).

Growth hacking is, quite naturally, often related into marketing. However, growth hacking is a way of working that has not been used a lot in traditional marketing. Instead, it has been used a lot in modern digital marketing and many growth hacking tactics are actually digital marketing tactics too.

A Finnish marketing agency Avaus Marketing Innovations Oy was the first agency in the Nordics to launch a growth hacking practice in 2014. Tommi Tapiola, Head of Growth Hacking at Avaus, shared the opinions of Avaus in an email interview in August 2017. Tapiola (2017) articulated the term as follows: “Growth hacking is a working method for digital marketing that has an absolute focus on growth, smoothing the customers’ way to generate more sales. It can be described as continuous daily actions, online tracking, and based on the data generated, creating many small tests & tweaks and changes in the purchasing process. It’s all about developing & optimizing the old marketing ways, and at the same time creating new ones.”

Testing, iterating and justifying all hypotheses’ with data is important in growth hacking (Holiday, 2014). David Rowan, the editor of Wired, stated in his article (<https://www.campaignlive.co.uk/article/growth-hacking-not-just-buzzword-affects-advertising-works/1313625>) that growth hacking is not just a buzzword but it affects how advertising works: “If you don't know your shopping cart's abandonment rate before and after a few design tweaks; if you don't have half-a-dozen versions of your home page under live test; if you aren't trialling multiple renewal prices - then you're underserving your clients. Because, today, smart human beings don't know what causes product growth. Only the evidence, rigorously tested, does.” (Rowan, 2014).

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Growth hacking at its core means putting aside the notion that marketing is a self-contained act that begins toward the end of a company's or a product's development life cycle. Instead it is a way of thinking and looking at your business. (Holiday, 2014).

Tommi Tapiola also sees growth hacking as a wider entity than just different kind of marketing actions. This is how he describes a growth hacking mindset: "Modern personalized marketing is an ongoing process. When based on data and insight, it primes execution for better results. The Avaus Growth Hacking team relies on agile processes, data- and online analysis, behavioural observation, testing and creative content precision. The team works to affect the KPI's and drive the marketing ROI of its clients."

Whilst growth hacking has a lot in common with marketing, it also contains much more. Marketers are sometimes viewed as the opponent by growth hackers, instead of a very close ally. If anything, a growth hacker is a marketer which has restricted their activities to growth alone (Bronson & Patel, 2014).

In their e-book called *The Definitive Guide to Growth Hacking* (2014), Bronson and Patel divided growth hacking activities broadly as getting visitors, activating members and retaining users. Ryan Holiday, on the other hand, divided the same activities in his book *Growth Hacker Marketing* (2014) as finding a product market fit, getting the customers and retaining users.

A case study on THECON.RO (a Romanian web design agency) called *Growth Hacking Practices in a start-up*, describes well how the "hacking" part in growth hacking does not necessarily mean programming: "Even though most of us when we hear the term "hacker" we think about someone who is well known for dealing with programs or applications related to the IT domain, we should see this term also like someone who is a visionary, who does not stick to the traditional rules of marketing in order to solve some given problems. At the same time, creativity and being original is mandatory. So, in other words, a growth hacker is someone who, despite the fact of being a very organised and technical specialist, is also a very creative person." (Geru, Rusu & Capatina, 2014, p.213).

To sum up, growth hacking has much to do with marketing (even in the traditional sense of the word) but it also includes a broader spectrum of activities starting from tweaking the product to find the market fit and ending in activating current customers and making them stay with you. Whilst traditional marketers build brand awareness and create leads for sales people, growth hackers think

about the whole process of building a product or service that will help the company acquire (and retain) as many customers as possible, and thus grow the company as fast as possible.

Growth hacking was born to describe the actions of startups. In startups, a growth hacker can many times be a business developer or even a CEO, so she can really affect the growth of the company in a larger scale, starting all the way from product development. (Holiday, 2014).

Some might argue that growth hacking is still only for startups because in large established companies, there are no positions where one could have so wide a role to really be a growth hacker (in the original meaning of the word). However, large companies can very well do growth hacking – it can be a company-wide mindset of doing things. Large companies can have growth hacking teams too, where figuratively the team can be thought to match the one growth hacker of a small startup.

Also, it could be argued that growth hacking is about finding growth for something new, and large companies already have their core products in place and all the processes have been there for a long time. This can be true in a way, but it can also be false, naturally depending on the circumstances. Large companies have new products too and for these they can use growth hacking. Also, they can use parts of growth hacking to grow the sales of their old products or services. Besides being a mindset, growth hacking is a wide spectrum of actions and one doesn't need to do it all to call some of it growth hacking.

Eric Ries coined a term “lean startup” in 2008, with his 2011 best-selling book *The Lean Startup*, and since then, the term (and the methods) has become widely known and used. Ries explains the word in an interview with James Euchner (Research Technology Management; Arlington, 2013): “The word “lean” comes from a long tradition in lean manufacturing. It originated with the Toyota Production System in Japan. Lean thinking is very much about learning to tell the difference between the activities in an enterprise that create value and those that are a form of waste. But where the Lean Startup idea is different from traditional business thinking is that we are applying that same concept to the process of innovation itself. The core idea is that every new business rests on a series of hypotheses -- they use the word hypothesis to remind themselves that building a business is actually a scientific enterprise, or it can be -- and they conduct experiments to find out whether they are really on the path to a sustainable business.” (Euchner J, 2013)

Although, growth hacking is used outside startup companies too nowadays, the principles of “lean startup” are in the core of growth hacking today. Creating hypotheses’, testing them and iterating is everyday work for growth hackers. A growth hacker uses all available information to figure out what can be tweaked to work better and how, and then she acts on it as soon as possible (Holiday, 2014). This method of constant improvement with the help of analysing data, reaches all parts of growth hackers work from product development into split testing.

In his (before mentioned) blog post in 2010, Sean Ellis described a growth hacker as follows: ”A growth hacker is a person whose true north is growth. Everything they do is scrutinized by its potential impact on scalable growth.” (Ellis, 2010). From that day on, the growth-part of the term has stayed pretty much the same, and the most important goal for a growth hacker is still the growth of the company. However, the range in which growth hacking can be used has widened. Ellis was looking for growth hackers for his startup and the blog post was published in his startup blog. In the early stages of the term, it was almost inclusively used in the startup–context. Nowadays, growth hacking isn’t limited to startups only but is used in larger and more stable businesses as well (den Holder, 2016).

There are many examples of successful growth hacking. Next, there will be three examples which are amongst the most used when explaining what growth hacking means. All are found in numerous internet articles and in the most influential books of the subject, like *The Definitive Guide to Growth Hacking* by Bronson and Patel (2014) and *Growth Hacker Marketing* by Ryan Holiday (2014).

AirBNB (company offering peer to peer renting of rooms and houses) leveraged Craigslist, a platform where millions of people are looking for accommodations, to increase their user base substantially. When people were filling out the form to list their bedroom on AirBNB they gave them the option to also post the listing to Craigslist, so that it would show up there also, creating inbound links for the users and for AirBNB as a platform. This seems like an easy thing to do, but because at the time Craigslist didn’t actually allow this kind of procedures (they didn’t have a public API), it required quite a lot of coding from AirBNB.

Dropbox, the cloud storage company, has managed to do a lot of growth hacking with excellent results. However, their most famous growth hack is about getting their customers to refer their



product to their friends and family. They simply offered free storage space for their customers every time they got their friend to sign up to the service too. Since then, they have leveraged the same reward in more complex ways and also for different purposes, like activating their current users. Nowadays, majority of SaaS (Software as a Service) companies use referral tactics to boost their user base but it was Dropbox that made this tactic famous. The reason why this tactic is so effective is because for SaaS companies it is relatively cheap to give this kind of awards as a thank you for getting them new customers.

Spotify, the music streaming service, did a crucial growth hack in their early days, which helped them reach global audience. They integrated their service into Facebook and allowed people to share what they were listening (and most importantly from where) directly in Facebook. With this integration, as millions of people saw their friends using this new music service many of them got interested and ended up using Spotify.

## 2.2 How the meaning of the term growth hacking has changed

Andrew Chen said in his article/ blog post, Growth Hacker is the new VP marketing in 2012:

“Growth hackers are a hybrid of marketer and coder, one who looks at the traditional question of ‘How do I get customers for my product?’ and answers with A/B tests, landing pages, viral factor, email deliverability, and Open Graph.” (Chen, 2012).

That was true then. The reason why it isn’t that accurate today is the development of technology. In 2012, one really needed to know how to code if she wanted to create a good landing page or a good A/B test. Due to the rapid speed of technological development, most of the things that a growth hacker wants to do can be done without coding knowledge. There are a lot of growth hackers who don’t know how to code. Take Vin Clancy for example, he is one of the world’s most famous growth hackers but he hasn’t ever coded. Also, the author of this thesis has read and learned hundreds of growth hacks during the last year and none of them required programming knowledge.

The most profound and most often used examples of growth hacking were all executed many years ago. These hacks are very well known around marketers and growth hackers and the basics behind them are literally basics for any experienced digital marketer. For example, Dropbox’s referral hack is one of the most used examples of growth hacking and nowadays it is a growth tactic that most of

the SaaS (Software as a Service) companies all over the world use. 'SaaS', or 'Software as a Service', describes when users 'rent' or borrow online software instead of actually purchasing and installing it on their own computers (Gil, 2017).

On top of the most famous hacks, there are hundreds of well-known hacks that are being used by marketers all over the world. The possibility of inventing a unique hack that has not yet been used is much lower than it was in 2010 (Holiday, 2014). In other words, almost everything has already been done. The point of this is to say, that growth hacking is not anymore something extraordinary, but more of a mindset of working towards growth.

As David Rowan said: “typically it involves a team that optimises its digital product through a combination of A/B testing, data analytics, landing-page adjustments, behavioural psychology, design and user experience, and other forms of real-time, measurable experimentation. But, in truth, growth-hacking is not a toolkit - it's a mindset.” (Rowan, 2014)

Growth hacking got famous by the hacking-part but now it is more about growth mindset and applying the old hacks into one's own situation (with some added quirks and features). Ryan Holiday also said in his book Growth Hacker Marketing that the mindset is the most important part of growth hacking (Holiday, 2014).

Modern technologies have made it possible to do almost anything online without coding. Also, as explained above, growth hacking is not anymore so much about hacking (in a programming sense of the word) but more about just smart marketing. Although the means of doing growth hacking might have changed (i.e. not so much hacking and coding as in the beginning), the end goal is still very much the same. Growth hacker's responsibility is to grow the company, she has to get more customers (and prevent current customers from leaving).

### 2.3 Buzzword or not?

Growth hacking is often referred as a buzz word in order to present it as something that might not stay in vast use for a longer period of time. According to Cambridge dictionary, buzz word is: “A word or expression from a particular subject area that has become fashionable by being used a lot, especially on television and in the newspapers” (Cambridge Dictionary). And according to Oxford

dictionary it is: “A word or phrase, often an item of jargon, that is fashionable at a particular time or in a particular context.” (Oxford Dictionary). In order for these claims of growth hacking being a buzz word to be true, there should be some evidence of the term losing its popularity over time. However, evidence shows that it hasn’t become any less used over the last years. According to Google trends, which shows the number of searches in Google for a particular search phrase (or word), the number of searches has not diminished but increased over the last five years.

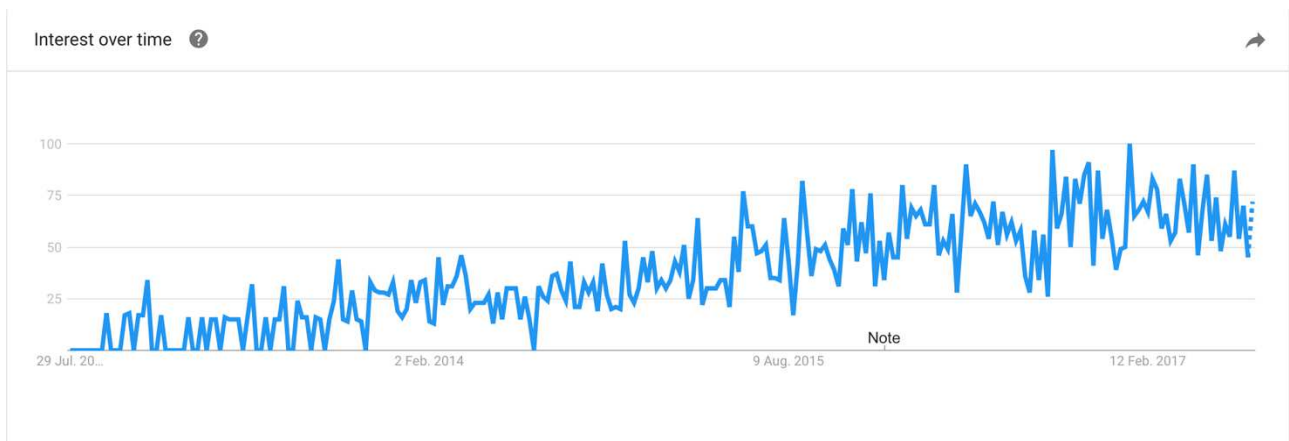


Image 1. Google Trends, search phrase “growth hacking”. <https://trends.google.com>. Accessed 27 Jul 2017.

A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Likewise, a score of 0 means the term was less than 1% as popular as the peak.

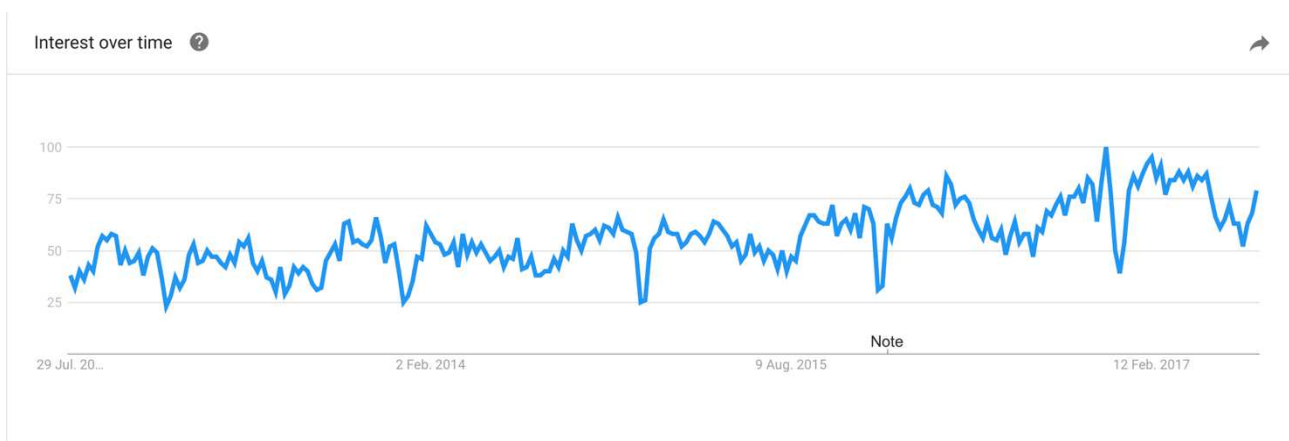


Image 2. Google Trends, search phrase “growth hacking marketing”. <https://trends.google.com>. Accessed 27 Jul 2017.

*A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Likewise, a score of 0 means the term was less than 1% as popular as the peak.*

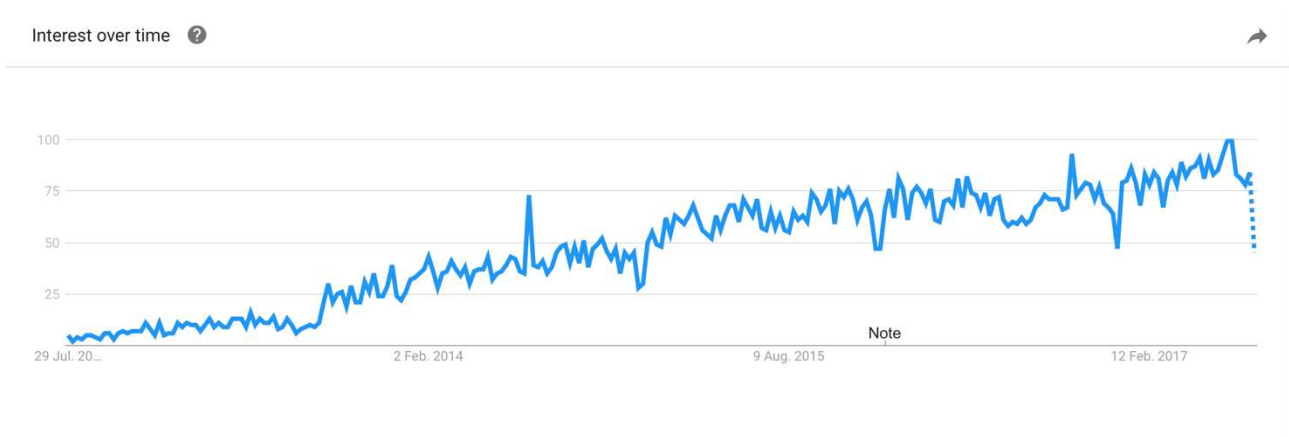


Image 3. Google Trends, search phrase “growth marketing”. <https://trends.google.com>. Accessed 27 Jul 2017.

*A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Likewise, a score of 0 means the term was less than 1% as popular as the peak.*

The evidence above suggests that growth hacking has not been a buzz word. It has slowly gained more interest in online searches with no major decreases. On the other hand, as mentioned before, growth hacking has different meanings for different people and it can be described as a mindset. For these reasons, it might very well change its meaning in the future or there may come a new term to describe the actions the world now sees as growth hacking.

## 2.4 Where is growth hacking applied and why

According to the Digital Marketing Institute, “in startups, growth hacking is a discipline that can be cultivated within a marketing team. In larger organisations, there can be a separate, cross-function growth contingent.” (Digital Marketing institute).

Growth hacking and marketing share the same fundamental principles, and can even share the same metrics; increased engagement, increased conversion, increased retention. The key difference between marketing and growth hacking is the scope of their goals. (Digital Marketing institute).

A marketer could have a goal of building brand awareness. A growth hacker, by comparison, could set a goal of increasing social sharing by 50%. In other words, marketing activities can have a broad focus, whereas growth hacking depends on setting highly defined, achievable goals in order to reach a specific, singular outcome, growth. (Digital Marketing institute).

It was difficult for the author of this thesis to find academic peer-reviewed literature of where growth hacking is applied and why. Because of this, the author of this thesis decided to use the insights of the interviews of this study, to answer the questions of this chapter.

In the interviews, all the interviewees said (directly or indirectly) that growth hacking can be applied in all kinds of companies, small and large. Almost all industries are also possible for growth hacking. The only industry that came up in the interviews, that wouldn't possibly be as suited for growth hacking as others, was the public sector:

*"It's hard to think what growth hacking would be in the public sector." (Interviewee 2, 2017)*

Also, it became apparent that growth hacking is easier in B2C businesses, online businesses and in industries with less regulation.

Growth hacking is a very wide entity and there is a lot of different activities that it holds. It became apparent that the interviewees of this study had very different views about the main purposes of growth hacking. Naturally, all the interviewees saw the end goal being the growth of the company or a part of the company. However, the main actions of growth hacking were very different for different interviewees and companies. For example, for some interviewees growth hacking was mostly related to marketing, for some it was mostly about increasing sales, for a couple of others it was mostly about a different mindset, for one it was about optimisation and to another about product development.

In general, growth hacking is applied, because it gives an opportunity for a faster growth than the methods that have been used previously. Growth hacking most certainly doesn't guarantee faster growth than before, but it is a mindset that has yielded very good results. For example, none of the interviewees said that they had received bad results in growth hacking.

## 2.5 What are growth hacking tactics/methods

Noah Kagan, who has been a growth hacker at Facebook, Mint.com and AppSumo.com, has said: “Marketing has always been about the same thing – who your customers are and where they are.” Growth hackers focus on these “who” and “where” but with a more scientific and measurable way. (Holiday, 2014, p. 27)

The pace of digital technology development has increased tremendously, with it, also digital marketing has evolved rapidly (Kannan & Hongshuan, 2017). Thus, digital marketing is very different today compared to the year 2013. Today’s digital marketers give high importance to testing, data and analytics, which are key components in growth hacking too. This came very apparent in the interviews of this thesis too.

To sum up, it has been reasonable to make a distinction between traditional marketers and growth hackers in the past, but in the present, growth hackers are very much like digital marketers and at the same time the growth hacking tactics used are more or less connected to marketing and sales.

In marketing terms, consumers can be seen moving through different stages in their buying process starting with awareness, familiarity, consideration, evaluation and purchase (Kannan & Hongshuan, 2017). Growth hacking as well, can be seen as a very similar funnel. This funnel can simply be explained as follows. Using “pull”, “push” or “product” tactics to get people on your website (or other place where you can make the sell), activating these people to buy from you and then getting them to use your product as much as possible and thus preventing churning. (Bronson & Patel, 2014).

The above example by Bronson & Patel (2014) demonstrates how growth hacking is again, very much like marketing and selling. Regis McKenna stated in his Harvard Business Review article in 1991: "The goal of marketing is to own the market, not just to sell the product" (McKenna, 1991). Similarly, the goal of growth hacking is to grow the company, which in a perfect world eventually leads to owning the market. So, in larger scale, growth hacking virtually has the same goals as in marketing (and sales). However, the difference is in the means of how a growth hacker pursues her goals, she has a much wider selection of tools to do that than a traditional marketer or salesman.

Also, the difference is that growth hacking combines marketing and sales using the most modern technologies and tactics.

A much used and a bit more detailed version of a growth hacking funnel is AARRR framework, created by Dave McClure in 2007. It was originally built for startups, usually in the fields of apps or SaaS products. However, the framework can well be used for almost any kind of business with a little modification. AARRR stands for Acquisition, Activation, Retention, Referral and Revenue. Acquisition means people making the action you prefer, this can be for example a signing in for a free trial or for your newsletter. Activation is the part where people actually use your product. Retention is when you try to hold on to your users and make them get the most out of their user experience. Referral means your users referring your product to their network, this is very hard but very rewarding when successful. Revenue is quite self-explanatory, however, it has an important part because it means that you need to follow your data and make sure you don't get stuck into vanity metrics (like free trial users who never convert). (McClure, 2007).

The AARRR framework was originally built for startups, many times in the fields of apps or SaaS products. However, the framework can well be used for almost any kind of business with a little modification. Next, the parts of the AARRR framework are demonstrated.

#### 2.5.1 Getting potential customers to your site using Pull, Push or Product tactics

The first part of growth hacking tactics I will go through is one of the most important ones. It's the first object of the acquisition part of the AARRR framework, called acquisition, meaning, how to get potential customers to your website (or other place of business), where they can eventually buy your product or service.

The first step of acquiring customers is to generate traffic. Traffic is the first step when companies are trying to convert internet users into paying customers (Fishbein, 2014).

Bronson and Patel (2014) have created a framework of three P's with an objective to get visitors to your website (again, same approach can be used to get visitors to your brick and mortar store or other place where your products are being offered). The three P's are called Pull, Push and Product tactics.

Pull tactic means getting visitors by giving them a reason to come, thus pulling them towards you. You entice them, incentivize them, and draw them to you. This can be done in numerous ways but the core is to give the visitors something valuable so that they want to come to your site. Online, this could be for example an e-book, a white paper or an interesting blog post. (Bronson and Patel, 2014).

Push tactic is a more aggressive one than Pull tactic. Instead of enticing people, you have to find out where they are and then push them onto your site. Paid advertisement is a good example of Push tactics. (Bronson and Patel, 2014).

For example, you do the research about the search engine keywords that would suit your purpose, create a Google AdWords campaign and eventually push the visitor to your site through that campaign.

Product tactic, as the name implies, relies on your product and most importantly to your current customers who hopefully invite others to use your product. For this tactic, you first need to have a good product that people find useful, and second you need to have a good referral program in place. (Bronson and Patel, 2014).

This tactic is at the core of growth hacking and the before mentioned Drop Box example describes it well.

### 2.5.2 Activation

Activation means exactly what it sounds. Because the little literature that there is to be found on growth hacking, is mostly related to online and SaaS businesses, also the examples of activation are mostly from that environment. However, there is no particular reason why the general idea of activating the customers wouldn't work in any other kind of business environment.

Bronson and Patel emphasise how mention many examples of customer activation, some of those are: getting an email address, getting customers to create an account, getting customers to read, fill out, share, watch and eventually buy something. Bronson and Patel too, emphasise how the activation goals used, depend entirely of the product at hand. (Bronson and Patel, 2014).



Activation doesn't mean just randomly activating the potential customers. It should be thought out before hand, what are the activation goals and then they should be pursued and followed actively. All activities that are pursued, should further your end goals, like increasing sales. (Bronson and Patel, 2014).

### 2.5.3 Retention

Retention refers to the activities with a goal to retain the acquired users/customers. The end goal is to get the customers to use your product habitually. For example, in the case of SaaS companies, it means lowering the churn and in case of e-commerce companies it means helping people to become repeat buyers. For many growth hackers, retention is the most important aspect of the funnel. (Bronson and Patel, 2014).

There are many benefits with high retention levels. Naturally, the longer a customer has a subscription for your product or the longer she stays as a frequent buyer, the higher is her customer lifetime value (CLV). Also, it is many times easier and more cost efficient to retain customers than to acquire new ones. Moreover, customers who have been retained for long, are more likely to evangelize for your product. (Bronson and Patel, 2014).

### 2.5.4 Referral

Referrals mean that the current customers of a product, like it so much that they start sharing it with their peers (Lechelle P, 2014). This can happen naturally by word of mouth, or with dedicated referral systems, like the Dropbox example in chapter 2.1.

Referrals are in the core of growth hacking. If a product is good enough, and a good enough referral product is created, it is possible to acquire customers organically. Naturally, the more satisfied customers the company has, the more potential there is for increasing the absolute customer count with referrals.

### 2.5.5 Revenue

Revenue is the final and most simple part to explain from the AARRR framework.

In SaaS businesses, the last R of AARRR, simply means counting the number of customers you have. People are using the product and they understand the value it has, and they pay for it (Lechelle P, 2014).

## 2.6 Conclusion of the literature review

Growth hacking as a term was first mentioned in 2010. It was created to describe a new role in a company, one that was needed to fulfil the requirements of startup companies that pursued rapid growth. (Bronson & Patel, 2014).

A growth hacker is someone who has replaced traditional marketing methods with only what is testable, trackable and scalable. With technical engineering skills and a resourceful mind, a growth hacker is able to create creative ways for a company to grow as fast as possible. (Holiday, 2014).

The technological development has been fast during the last seven years and this has changed the requirements for a growth hacker. While programming knowledge used to be an important quality of a growth hacker, it is nowadays less important.

The author of this thesis has worked as a growth hacking consultant without coding knowledge. A good example of the diminishing need for programming knowledge in growth hacking came to the author when he was given a task to find out how the customer could send thousands of LinkedIn messages automatically to save hundreds of hours. In 2010, this would have been solved by programming a software that would take over your browser and send these messages automatically. However, in 2017, with just a little research the author found numerous relatively cheap software that were made for this purpose only.

Growth hacking is a way of thinking and looking at your business, starting all the way from product development and finding a product market fit. Even though there are countless of tactics and best practices, growth hacking is more like a mindset than a tool kit. (Holiday, 2014).

A mindset with an absolute focus on growth (Tapiola, 2017).

Based on the literature review of this thesis, growth hacking is described in this thesis as follows:

*Growth hacking is a mindset used by individuals, teams and whole companies, small or large, with a goal of growing the company. A growth hacking process begins from product development and finding a product market fit, following by customer acquisition and retaining customers. Lean methodologies, data, testing, iterating and creative thinking, combined with a large toolkit, help a growth hacker to execute sales and marketing activities in a way that makes her business grow faster than it would have with traditional methods.*

## 3 Data and Methods

### 3.1 Qualitative tradition of the research

Ontology focuses on the ideas about the existence of and relationship between people, society and the world in general. In ontological assumption, reality is understood as subjective. (Eriksson & Kovalainen, 2008)

The subject of this study is growth hacking, which is a very difficult term to understand. Moreover, people have very different views on what it means in their opinion. Because of this, it is suitable for the goals of this thesis to approach the subject through ontological assumptions.

As Blaikie (1993) states, in constructionist view, reality doesn't exist outside individuals but it is always about individuals' and groups' interpretations.

Derived from this, a suitable approach for this study is a subjectivist view on ontology (also referred as constructionism) rather than subjectivism.

Qualitative interview is a key venue for exploring how subjects experience and understand their world. It provides a unique access to the world of the subjects, who describe their opinions, experiences and activities. (Kvale, 2007)

This thesis will use qualitative research methods in order to answer to the research question. Moreover, the research is conducted with qualitative exploratory interviews.

This study aims to seek understanding of a phenomena of growth hacking. Qualitative research is intended to approach the world "out there" and to understand, describe and sometimes explain social phenomena "from the inside". Qualitative interview seeks qualitative knowledge, expressed in normal language, it doesn't aim in quantification of the knowledge. (Kvale, 2007)

For this thesis, the aim is not to quantify information but rather to discover new information and new meaning to the subject.

The availability of data is crucial for the success of any research project (Collis & Hussey, 2003). The goal of this thesis is to find deeper meaning to the phenomena of growth hacking and finding deeper meaning is only possible through qualitative research. The initial plan was to conduct a

quantitative research with a survey questionnaire. However, quickly, the author realised that due to the character of the research subject, it wouldn't have been possible to gather meaningful enough data through survey questionnaire.

Growth hacking is a relatively new term, it was first mentioned in 2010 (Ellis, 2010). At the time of writing, the term has existed for only seven years. For this reason, there is very little academic research made on the subject and the author of this thesis struggled to find excessive amount of academic literature.

Exploratory research is conducted when there are very few or no earlier studies to which we can refer for information about the issue or problem. The aim for this kind of studies is to look for patterns and ideas and develop rather than test a hypothesis. (Collis & Hussey, 2003)

For the abovementioned reasons, it is most suitable to use exploratory research methods in this thesis.

### 3.2 Data Collection with Semi-Structured interviews

Because the goal of this research is to give deeper meaning to the question relating to growth hacking in large Finnish companies, the author of this thesis reasoned that the most suitable way of gathering data is due semi-structured interviews.

Semi-structured interviews consist of several key questions that help to define the areas to be explored, but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail. Unlike unstructured interviews, semi-structured interviews provide participants with some guidance on what to talk about, which may be helpful in many situations. (Gill, Stewart, Treasure, & Chadwick, 2008)

In semi-structured interviews, the interview is focused on pre-determined themes, it is neither strictly structured, nor entirely "non-directive". The point is to use open questions that are focused on the correct themes, but allow the subjects to bring forth the dimensions they find important by the theme of inquiry. (Kvale, 2007)

With semi-structured interviews, it is possible to let the interview situation flow more freely and thus deeper understanding can be achieved. The author didn't want to restrict the interview situations in any way. Eventually this, ended up being a good decision, because in many interviews, interesting topics arose when the discussion was free from restrictions. On the other hand, because some of the interviewees had restricted time scheduled for the interview, in their interviews, some questions or parts of the interviews had to be dealt with less focus.

### 3.2.1 Interviews

Eight different individuals from eight different companies were interviewed for this study. All of them were experts in their own field of work. The interviews were conducted in the capital region of Finland (except one in Mäntsälä) between October and November of 2017. The author of this thesis was the interviewer in all cases. Audio recorder was used to record the interviews so that both parties could follow entirely on the discussion, permission to record the discussion was asked in all cases.

All of the interviews were transcribed and can be found in the appendixes of this thesis.

Fritz (2008, p.9) states that, "Strength of qualitative research methods often lies in the informality of the communication as well as the iterative nature of the research process."

Before proceeding into the interview, the interviewer of the study made sure that all the interviewees understood and accepted that the interviews would be recorded. The transcriptions were executed in a manner that preserves the anonymity of the interviewees.

The interview guide used in the study, with interview questions, can be found in the appendixes of this thesis.

### 3.2.2 Interviewees

There were eight interviewees from eight different companies. The interviewees were selected based on the fact, that all of them were working with growth hacking, this was the most important criteria. Second important criteria was that the interviewees had to be working with growth hacking in the context of large companies, i.e. they needed to work in a large company, or their own company had to be consulting large companies in growth hacking.

In the first phase of interviewee sourcing, the companies needed to be found. There are not many companies in Finland who are publicly stating that they are using growth hacking. Moreover, the customers' of Avas marketing innovations, could not be selected. One method proved to be the most successful for finding the companies, it was searching for job advertisements for growth hackers. Lastly, the author of this thesis used his own networks and LinkedIn to source the interviewees from the selected companies.

Below is a table summarising the interviewees.

	Gender	Age	Occupation	Expertise	Interview length
<b>Buyer/leader 1</b>	Female	40-50	Marketing Director	Marketing	00:49:02
<b>Buyer/leader 2</b>	Male	40-50	Business Manager	E-commerce	00:47:42
<b>Consultant 1</b>	Male	30-40	Head of Growth Hacking	Optimization & testing	01:01:02
<b>Consultant 2</b>	Male	40-50	CEO	Growth	01:03:37
<b>Buyer/leader 3</b>	Male	30-40	Development manager	Business development	00:57:11
<b>Buyer/leader 4</b>	Female	50-60	Head of Customer Analytics and Marketing Automation	Marketing automation & analytics	00:45:04
<b>Buyer/leader 5</b>	Female	40-50	Head of Marketing	Marketing	00:39:22
<b>Expert 1</b>	Male	30-40	Strategic Partner	Product Development	00:35:12

*Table 1. Summary of the interviewees.*

### 3.2.3 The companies represented

The interviewees represented eight different companies. Six of the companies were large companies that are traded in the OMX Helsinki stock market. Two of the companies were smaller ones, who offered their services (growth hacking included) to many large Finnish companies.

The industries represented were, B2B consulting (two companies), B2B/B2C media (one company), Fast-moving Consumer Goods (one company), Tele communications (one company), Banking/Finance (two companies) and Logistics (one company).

The situation of growth hacking work varied in the companies. The consultancy companies had done growth hacking or for many years. Two of the companies were just starting with growth hacking and the rest had done it in one way or another for some time.

### 3.3 Analysis

Mayring's qualitative content analysis was used to analyse the data. Two of the basic ideas of content analysis according to Mayring are: rules of analysis and categories in the center of analysis. Rules of analysis means that the material is analysed step by step, and rules of procedure are followed, devising the material into content analytical units. Categories in the center of analysis means that the different parts of the text, are categorised into categories, which were carefully founded and revised during the process of analysis. (Mayring, 2010)

According to Mayring, two approaches are central in qualitative content analysis: inductive category development and deductive category application. In inductive category development, the categories are created along the way, whereas in deductive category development, the categories are created before the coding of the material. (Mayring, 2010)

In this study, inductive category development was used, because of the nature of the study (explorative research). It was much more appropriate to develop the categories while working with the analysis, also, the category creation would have been very hard beforehand.

Mayring states that in inductive category creation, "Not all material is regarded for analysis. Only those parts relevant for a specific research questions are considered. For this selection process a rule of selection is formulated." (Mayring, 2014, p.79)

However, in this study, the author was not that strict in the categorisation. All the relevant parts of the text were categorised at first, even though they might have seemed to be not directly relevant to the research questions. The point of this was that nothing important would be left out for the analysis phase. In the later parts of analysis, the irrelevant comments/categories were removed.

In the coding part, all of the material was worked through line by line and each comment was categorised. Soon after some pages were analysed, certain categories started getting more comments. Then with every comment, it was checked whether is suited an existing category or if a new category had to be created. At some point, no new categories were found.



Mayring states, “After working through a good deal of material (ca. 10 - 50 %) no new categories are to be found. This is the moment for a revision of the whole category system. It has to be checked, if the logic of categories is clear (e.g. no overlaps) and if the level of abstraction is adequate to the subject matter and aims of analysis. Perhaps the category definition has to be changed.” (Mayring, 2014, p.81)

Thus, at this point, the category system was re-evaluated. Some categories were removed and some were put together. Then after this, main categories were created, and the existing categories were included in them. In the end, there were a total of 36 categories and these were organised into eight main categories. In the final part of analysis, all of the 36 categories were analysed in depth, and at this phase they were sometimes categorised into smaller categories.

## 4 Findings

### 4.1 Definitions of growth hacking

All the interviewees were asked to tell their definition of growth hacking in general. After this, the author read the definition stated in this thesis. Then the interviewees were asked what they thought about the definition. The definition of growth hacking that was read to the interviewees was:

*Growth hacking is a mindset used by individuals, teams and whole companies, small or large, with a goal of growing the company. A growth hacking process begins from product development and finding a product market fit, following by customer acquisition and retaining customers. Lean methodologies, data, testing, iterating and creative thinking, combined with a large toolkit, help a growth hacker to execute sales and marketing activities in a way that makes her business grow faster than it would have with traditional methods.*

#### 4.1.1 Interviewees' own definitions of growth hacking

The definitions varied significantly between the interviewees. One interviewee even stated the following:

*"I've asked around for opinions about it and it feels that the perception about it is pretty dispersed." (Buyer/leader 4, 2017)*

One clear factor behind their definitions was their background. It was evident that the working history and the current work role had impact in to the way the interviewees envisioned the term. That is perhaps natural, because growth hacking is such a wide term that contains lots of different activities. Moreover, the term is relatively new and unknown and partly because of that it doesn't have an unambiguous definition, thus it's understandable for the definitions of individuals to vary from one end to the other. Here are examples of the definitions and how they link to the background of the interviewee.

A Marketing director's definition:

*"Growth hacking is marketing with less money and more intelligence." (Buyer/leader 1, 2017)*

Definition from a Head of Growth Hacking, in a company whose main growth hacking activity is website optimisation:

*“I see growth hacking as growing the company by trying to find most effective places where, with problem solving and testing, it is possible to find solutions to the problem.” (Consultant 1, 2017)*

Definition from a person who has worked in an “inner startup” and now works with many different startups, but doesn’t work directly with marketing activities:

*“Growth hacking is about experimenting different light ways to reach people and get feedback from them, get the feedback loop that tells whether a certain thing is worth doing or not.” (Expert 1, 2017)*

Below, there is a table representing a text analysis made from all the definitions. From the table, it is possible to derive that the interviewees think of the following. Growth hacking is executed to reach a goal of growing the company, increasing sales or reaching for new business. These goals can be pursued with intelligent marketing, online activities, experimenting, getting customers through the funnel, data or intuition based actions and testing. These activities can or should be executed with an open mind, as efficiently as possible and with new means, using problem solving.

It should be noted however, that the summary above is not comprehensive and it shouldn’t be taken literally, but more like a general overview. That is because it is a summary of separate comments from different individuals and thus the comments are not related to each other.

What are the goals	What kind of activities are used to reach the goals	How are the activities executed
growing the company	more intelligent marketing	nothing is forbidden
search for growth	data based actions	with an open mind
increasing sales	online activities	with new means
reaching for new money	experimenting different light ways to reach people	taking advantage of the digital world
reaching for new business	getting customers through the customer funnel	as efficiently as possible
increasing sales	using testing to find solutions	using problem solving to find solutions
	intuition based actions	marketing with less money

Table 2. What is growth hacking.

#### 4.1.2 Interviewees' perceptions towards the definition of growth hacking stated in this thesis

All of the interviewees agreed, at least mostly, with the definition of this thesis. This might be because the definition used in this thesis is relatively broad and comprehensive, you could say that there is something for everyone. Thus, it is easier for people with different backgrounds to identify with it. On the other hand, it would have made sense if some of the interviewees would have had something that they would have disagreed with the definition, but no one mentioned that they disagreed with anything.

All comments to the definition were reviewed and ranked with the following possible perceptions: strongly agrees, agrees, partly agrees and doesn't agree. Of the eight interviewees, six were coded "strongly agrees" and two were coded "agrees".

The "strongly agrees" comments were the likes of these two:

*"Yes absolutely I agree." (Consultant 1, 2017)*

*"This was it. I agree with everything. Our inner startup needs exactly those capabilities and that is why we found this growth hacker term for the capabilities that we knew we needed." (Buyer/leader 3, 2017)*

On the other hand, the two "agree" comments were as follows:

*"That sounds very familiar, it's just said in a more polished manner." (Buyer/leader 1, 2017)*

*"I think that in an optimal situation, product development and everything would be included in growth hacking, but it's not that simple in large organisations." (Buyer/leader 5, 2017)*

One notable discovery was how all of the interviewees agreed with the definition of this thesis, which is relatively comprehensive view of growth hacking, however, when the discussion proceeded, it became noticeable that the real underlying opinions suggested a more narrow point of view. A good example of this is the part of the definition focusing on product development: *A growth hacking process begins from product development and finding a product market fit,*

*following by customer acquisition and retaining customers.* This sentence suggests that product development and finding a product market fit is important growth hacking. However, when the discussion proceeded, there were only few interviewees who actively talked about these aspects.

Overall, it was positive to note in the beginning of each interview, that the interviewees were able to identify with the definition of this thesis. This gave a solid ground for the rest of the discussion, because both parties were “on the same page” about the term.

#### 4.1.3 Opinions about the term growth hacking

It was not the initial plan, to find out the interviewees’ perceptions about the term growth hacking. However, it came up naturally in one interview and then it was asked in many of the following interviews too. It was interesting to find out how the interviewees saw the future of the term and how they generally felt about it.

In the analysis of the interviews, all comments that related to the term itself, were coded separately. Then these codes were categorised and a table was created. The table describes the general stand towards the term with categories: positive, neutral and negative.

It can be derived from the table that the interviewees in general had a relatively negative perception about the term itself. Only one mention was found from the interviews that could be categorised as positive. Six mentions were categorised as neutral and six as negative. This was relatively surprising, since the general tone towards growth hacking as a method or an action, was overall positive in the interviews.

Thus, it can be concluded that, even though the activity of growth hacking is perceived as positive and worth pursuing, the term itself is somewhat outlived already. Moreover, worth noting is that many interviewees mentioned that even though the term might vanish or change, the methods and actions would continue to exist, only under a different term.

Positive	Neutral	Negative
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Using the term growth hacking brings better job applications (than other using other related terms)	The term might change in the future.	I believe the term growth hacking will eventually vanish
	I believe that the term hasn't yet really landed in Finland.	Growth hacking (as a term) is too glittery to sound modern anymore
	There might come another term to describe growth hacking, maybe something more Finnish.	I believe that growth hacking might already be a buzzword.
	It can be that marketing moves into the direction of growth hacking and eventually people don't talk about growth hacking, but just that this is a good way to do marketing	Growth hacking is not the best possible term. The word hacker might not create trust into it and it doesn't quite describe how methodological it is.
	If the term becomes common then people stop talking about it.	It can be a bit weird term for large companies.
	Now growth hacking is a buzzword and it will stay for some time, then soon it might be part of marketing, eventually all marketing goes into the growth hacking kind of working.	I think it's a hype term.

*Table 3. Perceptions of the term growth hacking.*

Worth noting is that the same table can almost directly be used to interpret the perceptions about the term's future, since almost all comments discuss the future directly or indirectly.

## 4.2 What is growth hacking

### 4.2.1 What is growth hacking

The question "what is growth hacking?" was not on the interview guide of this study (besides the question about defining growth hacking), but it naturally came up in the discussions multiple times. What is growth hacking –category concluded from 41 comments/passages.

It has already been discussed thoroughly in this thesis how growth hacking is a comprehensive entity and far from being just marketing. The interviewees of this study agree mostly with this

perception. When re-coding the comments in the category “what is growth hacking”, a total of seven comments were coded into the subcategories “growth hacking is a wider entity than just marketing” or “growth hacking is a wide entity”. This is meaningful, because all the comments in this category were almost identical. Thus, it suggests significant homogeneity of opinions about this topic, between both the interviewees themselves and interviewees and the literature. Here are some of the comments about growth hacking being a wider concept than just marketing:

*“Growth hacking is much wider than just intelligent digital marketing.” (Buyer/leader 2, 2017)*

*“We believe that growth hacking is not just marketing but it’s a wider entity.” (Buyer/leader 2, 2017)*

*“I feel that growth hacking is a lot broader entity than just marketing.” (Consultant 2, 2017)*

*“We are not recruiting a growth hacker to do marketing but probably he or she will work with the whole customer path.” (Buyer/leader 3, 2017)*

*“I think that in an optimal situation, product development and everything would be included in growth hacking, but it’s not that simple in large organisations.” (Buyer/leader 5, 2017)*

And here are comments about growth hacking being overall a wide concept:

*“Growth hacking is a very wide entity.” (Buyer/leader 2, 2017)*

*“For me, growth hacking is the attitude.” (Buyer/leader 4, 2017)*

*“In my opinion, growth hacking is a larger, wider concept.” (Consultant 2, 2017)*

Evidently the interviewees believe that growth hacking is a wide concept, wider than just marketing. However, this doesn’t mean that marketing wouldn’t have a significant role in it, according to the interviewees. As suggested in this thesis, growth hacking is a lot about marketing, and many of the interviewees seem to agree with this. Here are the comments that suggest marketing being an essential part of growth hacking.

*“There is a lot more into growth hacking than just marketing. However, I think that marketing should have a bigger role in it still. It should have the interest for the customer paths and many times this is not the case in a large company, where marketing might have a more traditional marketing communications role.” (Buyer/leader 4, 2017)*

*“The big picture is increasing sales and it is done with marketing and data-analysis.”  
(Buyer/leader 2, 2017)*

*“It can be that marketing moves into the direction of growth hacking and eventually people don’t talk about growth hacking but just that this is a good way to do marketing.” (Consultant 2, 2017)*

*“Growth hacking is a lot about marketing.” (Consultant 2, 2017)*

*“I feel that growth hacking is a lot about marketing but I see marketing as a mean to do growth hacking.” (Buyer/leader 4, 2017)*

*“I would say that marketing is a deliberate or in-deliberate by-product in growth hacking.” (Expert 1, 2017)*

So, according to the interviewees, growth hacking is a wide concept where marketing plays an important role. It is also a way of working, a mindset. But what about the other roles inside of it, what else is growth hacking?

The interviewees agreed mostly with this thesis’ definition of growth hacking when asked about it. The same is evident from the comments that were picked from random conversation. Most of the aspects mentioned in the definition, came up from the interviewees later in the discussion. Besides mindset thinking and marketing, other important aspects in the definition in this thesis were: growing the company, product development and product market fit, customer acquisition and retaining customers, lean methodologies, data, testing, iterating, creative thinking and a large toolkit.

Here are some of the comments that can be associated with the above mentioned aspects.



Comment about growing the company:

*“For me, growth hacking is more like a religion with an ideology that it’s really cool to grow.”*

*(Consultant 2, 2017)*

Comments about product development:

*“Growth hacking is practically user driven product development and as a result better services are created.” (Consultant 1, 2017)*

*“In one app that I’m working with, half of the growth hacking is simply just making the app better.”*

*(Consultant 1, 2017)*

Comment about customer acquisition:

*“We need to get enough paying customers before we start building fibre network into a certain area.” (Buyer/leader 3, 2017)*

Comment about lean methodologies:

*“Growth hacking is more like the Lean world, no massive processes but more the way of doing.” (Consultant 2, 2017)*

Comment about data:

*“Growth hacking creates data. In digital world data is created inevitably, well hopefully at least. That data needs to be made transparent for the whole organisation so that others can take advantage of it too, moreover, in a way that analyses, conclusions and success stories are created and these can be multiplied and shared in the organisation.” (Buyer/leader 4, 2017)*

Comment about testing:

*“Experimenting and testing are strongly present in growth hacking.” (Consultant 1, 2017)*

Comment about iterating:

*“In my opinion you have your channels, you test them all and then you know what works for your business.” (Consultant 2, 2017)*

Comment about creative thinking:

*“We need to find ”out of the box” methods to reach people.” (Buyer/leader 3, 2017)*

Comment about the toolkit:

*“If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.” (Buyer/leader 4, 2017)*

The only aspects that were in the definition of this thesis but didn't directly come up in the discussions were product market fit and retaining customers. Product market fit was an aspect that wasn't mentioned directly even once in all the interviews. However, one interviewee talked a lot about the same thing, he just didn't use that exact word. All in all, it can be derived that the interviewees in general didn't see finding the product market fit as an important aspect of growth hacking. This is somewhat natural because the discussions were mostly about growth hacking in large companies and large companies rarely create totally new products.

Retaining customers was an aspect that was discussed indirectly multiple times. It was mostly discussed indirectly through discussions about customer satisfaction and serving the customers better. Retaining customers is evidently not a term that the interviewees use naturally, but it was apparent that overall the interviewees thought that holding on to the current customers and taking care of customer satisfaction is very important. However, maybe it could be concluded that even though the interviewees see customer retention related aspects as important, they don't see it being growth hacking.

So, it is apparent that the same components that built the definition of growth hacking used in this thesis, came up also in the discussions with the interviewees. However, it is important to note that the interviewees were not unanimous about these aspects and all of the aspects were not covered with all of the interviewees.

For example, there were interviewees who talked a lot about product development but not much about marketing, or interviewees who talked a lot about testing and optimising but nothing about product development. There were numerous different permutations like these. It was clear that the background of the interviewee affected significantly to hers or his perception of growth hacking.

That again, highlights the fact that growth hacking truly is a wide entity containing multiple different aspects and actions. Perhaps the most significant common factor was that even though the means varied, all of the interviewees saw the main goal to be the growth of the company.

#### 4.2.2 What are growth hacking methods

This was a particularly difficult subject of discussion in the interviews. In multiple interviews, the interviewer had to try to dig out opinions about growth hacking methods more than once per interview. Although, in general the interviewees were able to talk naturally about growth hacking, naming the actual methods of growth hacking seemed difficult. This can be seen clearly from the coding. Once again, all comments and passages were coded into appropriate categories. The growth hacking methods –category eventually consisted of 28 comments/passages. On the other hand, for example, the category called “How growth hacking is done in our company”, consisted of 63 comments/passages. It should be noted here that a single comment/passage could be coded into multiple different categories.

Thus, it could be derived that the interviewees had difficulties mentioning individual growth hacking methods as answers for a single question. On the contrary, it was easier for them to talk about how growth hacking is done in their company, which can be related into what growth hacking methods are used in their company and thus into what are growth hacking methods.

One reason for this could have been that the interviewer didn’t ask the question with enough background information of what he meant with these methods. However, the interviewer did this on purpose because he didn’t want to direct the answers into any particular direction, thus, for example, he didn’t want to give any particular examples of growth hacking methods.

The various comments from the Growth hacking methods category were re-categorised into 11 subcategories. The comments in their respected categories, relating to the growth hacking methods, have been listed in the tables below. The categories are listed in the top of the tables. Two tables were made, in order to make them more readable, there is no other differentiating factors between the tables.

<b>Analytics</b>	<b>Testing</b>	<b>Social media</b>	<b>Creative thinking and continuous improving</b>	<b>Experimenting</b>	<b>Using customer funnels/paths</b>
Analytics is in the very core of growth hacking methods.	It is extremely test-oriented.	We use social media systematically in growth hacking.	I think that creating creative solutions is important and if successful they can be many times more efficient.	Growth hacking is about experimenting, testing and then developing.	One method is analysing the customer paths, thinking how we can automate them and lower the customer effort score and making the behaviour and purchasing online as easy as possible.
If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small	With testing you learn all the time and know what is the better way to go.	We think about the funnel, how we should be found online, with what kind of messages we should be found online. Then we think about our websites so that they would serve our clients as well as possible and guide them through the funnel. Also our social media channels and all our content have been thought to match the same ideologies.	Continuous improving is important.	You have to have a mindset to experiment different things, you have to try, you can't just say that it wouldn't work.	We think about the funnel, how we should be found online, with what kind of messages we should be found online. Then we think about our websites so that they would serve our clients as well as possible and guide them through the funnel. Also our social media channels and all our content have been thought to

entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.					match the same ideologies.
We segment cookies a lot.	In my opinion you have your channels, you test them all and then you know what works for your business.	In my opinion a growth hacker should be able to try even fierce actions.	The best working method for us is definitely that we open mindedly test new methods and get results from them.		
Targeting is also important theme.	Knowing all the channels and tools, many times also A/B testing, in my opinion those belong into a growth hacking palette.				
	Growth hacking is about experimenting, testing and then developing.				
	Culture of testing is very important.				
	The best working method for us is definitely that we open mindedly test				

	new methods and get results from them.				
	Naturally we have had new tools for online work and a/b testing and we test our advertising too quite a lot.				

<b>Using communities and influencers</b>	<b>Automating processes</b>	<b>Marketing</b>	<b>Content marketing</b>	<b>Miscellaneous</b>
One method is analysing the customer paths, thinking how we can automate them and lower the customer effort score and making the behaviour and purchasing online as easy as possible.	One method is analysing the customer paths, thinking how we can automate them and lower the customer effort score and making the behaviour and purchasing online as easy as possible.	If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.	If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.	For me the speed is very important, the faster you start and finish things, the faster you grow.
We have widely taken advantage of this kind on sense of community. But finding these communities	If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing	We've done some member to member marketing.	We think about the funnel, how we should be found online, with what kind of messages we should be found online. Then we think about our websites so that they	Knowing all the channels and tools, many times also A/B testing, in my opinion those

requires a lot of work.	automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.		would serve our clients as well as possible and guide them through the funnel. Also our social media channels and all our content have been thought to match the same ideologies.	belong into a growth hacking palette.
We know that finding and building communities work for us but at this moment we don't have the means to do it in a larger scale. This is also the reason why we are hiring a growth hacker to our inner startup.	We understand that with smart things, done in the right place, you can achieve a lot more in this current marketing buzz, than with just shouting your message out there with a large budget.			

*Table 4. Growth hacking methods.*

#### 4.2.3 Mindset thinking and what the hacking part mean

It became evident in the literature review of this thesis that a certain kind of mindset is an integral part of growth hacking. According to the literature review made in this thesis, the mindset for growth hacking is somewhat as important as the actual growth hacking methods.

Thus, it was important to gather and analyse the opinions of the interviewees on the matter. Growth hacking mindset was not listed in the initial interview guide but it came out in the conversations and here are some of the most important findings.

One interviewee agreed totally with the mindset thinking, commenting it comprehensively:

*“For me, growth hacking is the mindset.” (Consultant 2, 2017)*

Then there were mindset relating comments from different angles. The same interviewee commented the subject from a strategical angle:

*“Traditionally there is a marketing director and we sell to her and she should have the strategical understanding but she doesn’t have it, they don’t have that growth hacking mindset.” (Consultant 2, 2017)*

And from an experimenting angle:

*“You have to have a mindset to experiment different things, you have to try, you can’t just say that it wouldn’t work.” (Consultant 2, 2017)*

And another interviewee from the angle of continuous improving:

*“We have a mindset of continuous improving.” (Buyer/leader 1, 2017)*

Also, a reference to Lean working methodologies came up:

*“Growth hacking is more like the Lean world, no massive processes but more the way of doing.” (Consultant 2, 2017)*

Then finally, the last interviewee put it all together when commenting the definition of growth hacking presented in this thesis:

*“Yes, I pretty much agree. Especially the mindset is important in a large company, maybe the most important element.” (Expert 1, 2017)*

However, the opinions were not entirely unanimous. One interviewee didn’t quite relate to the mindset word saying:

*“It doesn’t feel familiar to me to connect the mindset into growth hacking. I would rather talk about company culture or a way of doing things.” (Buyer/leader 1, 2017)*



However, with this interviewee too, it was clear that the same ideologies felt right to her but just the wording wasn't best possible for her.

It seems that the interviewees were relatively homogenous in their opinions about the meaning of the mindset in growth hacking. Only a few of them highlighted the importance of the mindset before it came up in the discussions. However, when it came up, all of them indicated that they understand its role in growth hacking, even though one of them didn't relate with the term mindset.

Other interesting aspect, when finding out what growth hacking means, was how the interviewees saw the hacking part in the term growth hacking. This came up in some of the interviews and here are the related comments:

*"I think the hacking means that it's about the data and about things that haven't been done before." (Buyer/leader 2, 2017)*

*"I think the hacker part means experimenting." (Consultant 1, 2017)*

*"I believe that the hacking part means deviating from the way things have been done. I see it as creating so interesting and valuable content that people come to you, and with those contents going into new territories, new media and new networks." (Buyer/leader 4, 2017)*

It's apparent that the hacking part in growth hacking has many meanings in general and also amongst the interviewees of this research. Some interviewees didn't have an answer to what it is, some considered it relating to data, some to experimenting and some to deviating from the past and luring people with valuable content.

#### 4.2.4 How growth hacking is done in our company

As said before, in the analysis of the interviews, some individual comments/passages were categorised into multiple categories. When discussing the growth hacking methods, it was natural to include some appropriate comments into that category, that were also categorised into the "How growth hacking is done in our company" -category. This can be explained through an example. One interviewee stated the following:

*“We use social media systematically in growth hacking.” (Buyer/leader 1, 2017)*

This sentence is clearly a description of how they do growth hacking in their company, but at the same time it can also be seen that the interviewee thought that using social media is a growth hacking method.

On the other hand, the same ideology wouldn't work the same into the other direction. For example, one interviewee stated:

*“Culture of testing is very important.” (Consultant 2, 2017)*

From this, it can be derived that a testing culture is one growth hacking method, but it cannot be stated explicitly that there would be a culture of testing in this interviewees' company.

There were 63 comments/passages that were categorised under “How growth hacking is done in our company” –category. In the beginning of the analysis, the data was categorised based on the tone of the comments. This categorisation was purely subjective, the author simply read all the comments and then labelled them based on whether the tone of the comment suggested positive or neutral stance towards the growth hacking actions in the interviewees' companies. Since there was no comments that suggested any negative feelings, no negative category was created. 16 of the comments suggested a positive perception and the rest, 47 comments, were neutral comments of how growth hacking is executed in the interviewees' companies. Some examples of positive and neutral comments are listed below.

Some of the positive comments:

*“Growth hacking fits well in a traditional organisation like ours.” (Buyer/leader 1, 2017)*

*“We have to renew our products all the time and it starts well with growth hacking techniques.” (Buyer/leader 2, 2017)*

*“We understand that with smart things, done in the right place, you can achieve a lot more in this current marketing buzz, than with just shouting your message out there with a large budget.” (Buyer/leader 3, 2017)*

*“In our case, growth hacking means that we have smart ways to find leads, we can identify those leads and build segments before the actual sales work and then we can find the right ways to contact the leads.” (Buyer/leader 3, 2017)*

*“I’m proud that those things that we did with our inner startup, I can now see the same elements being used in our company. For example, we launched a beta version of our mobile bank so that they can try it.” (Expert 1, 2017)*

Some of the neutral comments:

*“Here in the media (department) we have been doing this for three years, we have this kind of activities elsewhere in the company but they don’t call it growth hacking.” (Buyer/leader 1, 2017)*

*“We try to prevent silos, so that all departments would work together.” (Consultant 2, 2017)*

*“We have done growth hacking for our customers even though we haven’t called it growth hacking.” (Consultant 2, 2017)*

The next step in the analysis was to create categories based on what kind of actions the comments were related to. Once again, all comments were read, and each comment, that contained something concrete relating to the actual growth hacking work, was categorised. 17 categories were made.

For example, the following comment: *“With one of our customers we did it like this. First month we check the current state of marketing channels, analytics and tools and then we help with putting those in order. On the second month we start optimising the channels. Then on the third month we do a marketing plan based on data with their marketing director.”*, was categorised into the following categories: channels, analytics, tools, optimising and marketing.

And on the other hand, the following comment: *“We use subcontracting in certain things.”*, was not categorised in this part of the analysis because it didn’t contain anything concrete about the actual growth hacking work. To further clarify the categorisation, the comments that were categorised, were all related to actual actions, so for example, this comment: *“We are a small startup team and we have our business responsibilities right there in front of us. We need to get sales, we are very aware of what certain activities cost and we need to prove that these things work, all this means that our marketing budget is very small.”*, was not categorised into marketing category because it didn’t contain direct actions relating marketing.

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From this analysis, the below frequency table was created. Frequency in the table means the number of comments that were categorised into the category in question. To clarify, one statement could be categorised into multiple categories. The purpose of this table is to give an overview of the growth hacking activities executed in the interviewee companies. Once again, this is merely an overview of all the interviews and no definitive conclusions can be made based on it.



*Image 4. How growth hacking is done in our company. (Author's illustration)*

From the above table, it would seem clear that the following activities are in the essence of growth hacking in the interviewee companies: marketing, testing, product development, content marketing, optimisation, analytics and social media. Overall, based on the interviews that is true. However, it is very important to note that the above table is a quantitative analysis, and thus too black and white to be accurate. In the following paragraphs, the subject is analysed more qualitatively through examples.

First obvious example is testing. Testing was somewhat evident in all interviews. Clearly the interviewees saw testing as an important part in growth hacking. However, in the table above, six of

the mentions about testing came from one single interviewee so that distort the results. Similar kind of distortion was evident with product development, optimisation and social media.

On the other hand, for example, “Exploiting data” would have been a category with more mentions if the analysis wouldn’t have been quantitative. This is because data is an integral part in at least targeting, analytics, optimisation, testing and understanding the customers.

#### 4.3 What kind of qualities a growth hacker needs

The qualities needed for a growth hacker was one of those aspects that were not listed as questions in the interview guide of this thesis, but were discussed so often in the interviews that they deserved a place in the findings. It was interesting to see what kind of qualities the interviewees saw important for a growth hacker.

The qualities of a growth hacker was an aspect that came up naturally in the discussions. One other part relating to the same aspect was the questions whether a growth hacker needs programming knowledge. This question, on the other hand, was one that the author actively asked from the other interviewees, after it had come up in the first couple of interviews.

As stated previously, generally, the interviewees seemed to think that growth hacking is a broad concept with many different ways to ways to execute it. The same seems to apply to the abilities/qualities that are needed from a growth hacker. In general, the tone of the whole interviews, pointed into the direction that growth hackers need to have diverse skills in marketing, sales and business in general. This comment suggests to a need of a diverse skill set:

*“A growth hacker needs very diverse skills.” (Buyer/leader 1, 2017)*

This interviewee pointed out the importance of connecting the work to the business needs of the company:

*“We are looking for a growth hacker who can connect our business needs into different methods and execute actions in digital world, with the available target groups.” (Buyer/leader 3, 2017)*

However, the interviewees weren’t too unconditional about particular skills that growth hackers should have. Many times, it was stated that a growth hacker doesn’t need to know how to do

something, but he needs to know how to find resources that can get the job done. Also, with many aspects, especially with the programming knowledge, it was pointed out that understanding is needed but not necessarily the action itself. More about the programming later, but this comment describes the above well:

*“You don’t have to know how to code but you have to have a basic understanding of it so that you can buy services.” (Buyer/leader 4, 2017)*

This interviewee had the same kind of idea but the aspect was more about networks:

*“You need to have the network so that you know who can do the things you can’t.” (Consultant 2, 2017)*

This comment on the other hand, suggested a narrower and more precise job title:

*“Knowing all the channels and tools, many times also A/B testing, in my opinion those belong into a growth hacking palette.” (Consultant 2, 2017)*

On the other hand, growth hackers don’t have to be super humans who can do everything. That again comes back to the fact that there is so many actions that you can be thought to be growth hacking and it is natural that one growth hacker can be a successful growth hacker without doing it all. This statement summarises this well:

*“Growth hackers can come from different backgrounds, they don’t all need to know everything.” (Consultant 2, 2017)*

As said, almost all the interviewees were asked about the importance of programming knowledge. The author wanted to ask this because when the term was coined, a growth hacker was considered to be a hybrid between a coder and a marketer (Chen, 2012). Nowadays, technology has evolved so much, that many things that previously needed a coder, can now be done by almost anyone, with the help of easy-to-use software. Thus, the author wanted to find out if his hypotheses, about growth hackers not needing programming knowledge, was correct.

The interviewees were unanimous about this aspect and it was apparent that in their opinion, a growth hacker doesn’t necessarily need programming knowledge. Most of the interviewees thought that programming knowledge is positive though. Moreover, many of them thought that there should

be someone with programming knowledge in a growth hacking team. Below in the table, are all the comments of the subject.

Business knowledge is more important than technical, is coding knowledge needed for a growth hacker.
Have to able to work with tags but coding knowledge is not needed.
Our growth hackers don't need to code.
Coding knowledge benefits because you know what the software does and how it can be changed easily. Also with coding knowledge you get ideas of how things could be done differently.
You need to know how to use Google Tag manager and configure different things but you don't have to be a programmer. It's enough, if you know how to set up new tools and how to connect different tools.
In order, to deploy machine learning which hopefully leads to artificial intelligence, you have to understand at least something of it and it almost always ends up in statistical mathematics knowledge and from there comes at least knowledge of programming.
Naturally you have to have the knowledge of the tools and you have to understand that world and do things and experiment. But in my opinion, in general when hiring new people, it all starts with the attitude, the willingness to try and learn all the time, because you can't stay put for even a short moment.
A growth hacker doesn't need to know how to code, she has to understand data and be able to guide programmers.
Coding knowledge is not that important for a growth hacker in a large company, if you can hire coders and know how to communicate with them.
You don't have to know how to code, but you have to have a basic understanding of it so that you can buy services.
I believe, you have to understand that world, but you don't necessarily have to know how to code.
There should be technical knowledge and understanding in a team that does growth hacking.

*Table 5. What kind of qualities a growth hacker needs.*

Besides many other things, growth hacking has been described in this thesis as an action that requires creativity. When analysing the interviewees' perceptions of what growth hacking is in part 4.2 of this thesis, it was surprising for the author of this thesis how little the interviewees talked about the creativity aspect. The same was found when discussing about the qualities of a growth hacker. In fact, there were no mentions whatsoever, about the creativity needed from a growth hacker. Naturally, creative methods were mentioned multiple times in the discussions, but in the context of the qualities of a growth hacker, it wasn't mentioned.

All in all, it seems that the interviewees feel that a perfect growth hacker would have a very wide skill set from multiple angles of business but at the same time, not all skills are needed to be a good growth hacker. In most cases, it is enough that a growth hacker understands what she is dealing

with and can outsource the parts that she can't do by herself. Moreover, according to the interviewees, a growth hacker has to understand technology relatively well, but she doesn't need to know how to code.

#### 4.4 Growth hacking in large Finnish companies

This part is the most important one of this thesis. Its goal is to find out how whether growth hacking is needed in large Finnish companies, how can it be done and in what kind of situations. Also, the challenges of growth hacking for large Finnish companies and the situations where using it is not suitable, will be discussed.

As this section was the most important for the study, the author focused more in it in the interviews. Although the interviews were semi structured, meaning that the conversation was let to flow freely, the interviewee tried to get opinions from the interviewees for most of the issues of this section.

A great amount of data was gathered for this section. In total, the number of comments/passages that were coded into the category "Growth hacking in large Finnish companies", was 231. Though, some of the comments were categorised in more than one category, this amount of data provides a substantial body of evidence so that conclusions can be drawn. However, it should naturally be noted that whatever conclusions are drawn, they are only about the perceptions of the interviewee group, and can't thus be taken as an unambiguous truth.

##### 4.4.1 Why do large Finnish companies need growth hacking

It was apparent that all the interviewees had a positive stand point towards growth hacking and in most interviews, it was obvious that the interviewee believed that large companies need growth hacking. However, the interviewees were asked whether they thought that growth hacking is needed in large companies.

Probably because of the relatively self-evident nature of the questions, the answers were very short. Besides the not-so-prolific answers like, "yes", "definitely yes" and "Yes, I believe that there is a need for growth hacking in large companies.", there were also some more demonstrative answers.



This interviewee pointed out that growth hacking is only needed if a company searches growth:  
*“Not necessarily, if you don’t need to grow. A company doesn’t literally need growth hacking, it’s just one way to grow.” (Consultant 2, 2017)*

This one saw need for growth hacking in some projects but not necessarily for the regular business of a large company:

*“Growth hacking can have its place in various new individual or single growth projects but my view is that there might not be a clear benefit of it in the regular basic business of a large company.” (Expert 1, 2017)*

This interviewee, on the other hand, saw growth hacking as highly suitable for large companies:

*“I believe that growth hacking would definitely be smart in a large company, especially if you can find tools that support scaling the activities. When the actions are scalable, then it’s just about adding more money in to the engine.” (Buyer/leader 3, 2017)*

In general, of the nine comments that were about the need for growth hacking in large Finnish companies, seven suggested directly that growth hacking is suitable or that large companies need it. The other two are stated above, and as can be seen, only one of those is in the stance that growth hacking might not be needed for large companies.

So, in average, the interviewees believe that growth hacking is needed. But why is it so? Once again, the same interviewee who said that only companies seeking for growth need growth hacking, pointed out fairly, how growth hacking is not necessarily needed but it’s just one way to seek growth:

*“A company doesn’t literally need growth hacking, it’s just one way to grow.” (Consultant 2, 2017)*

The other comments, stating reasons why growth hacking is needed, were diffused and thus difficult to categorise. However, some categorisation was possible. For example, these four comments are related to the changing environment and digitalisation:

*“In digital business, the competition is harder all the time and because of that growth hacking is very important.” (Buyer/leader 1, 2017)*

*“Customers’ behaviour changes and they become the kings. Growth hacking gives an opportunity to make better targeted marketing.” (Buyer/leader 2, 2017)*

*“Large companies need growth hacking, because the world has just gone online and there is so much data, that you can’t handle it manually. When customers are online, the companies have to be there too and they have to develop best possible methods to work there with.” (Buyer/leader 5, 2017)*

Then there were these three comments that were directly or indirectly related to the current issues in Finnish large companies (to which, growth hacking could offer solutions):

*“For some companies, the mindset that you want growth might be lost.” (Consultant 1, 2017)*

*“It would be good if large companies had a method that they could actually act on, meaning they could make decisions based on testing, instead of making a plan and hoping for the best.” (Consultant 1, 2017)*

*“Traditionally there is a marketing director and we sell to her and she should have the strategical understanding, but she doesn’t have it, they don’t have that growth hacking mindset.” (Consultant 2, 2017)*

On top of these, one interviewee bluntly stated, that growth hacking is needed because it is essential to marketing:

*“In some level, we can’t get along in marketing without it (growth hacking).” (Buyer/leader 1, 2017)*

To sum up, except for one individual, the interviewees unanimously thought that large Finnish companies need growth hacking. The reasons for why it is needed, were various. However, the themes that were found, were related to digitalisation and the need to change current working methods.

#### 4.4.2 How can growth hacking be done in a large company

In the previous chapter, it was found difficult to figure out concrete unanimous reasons for why large companies need growth hacking. This chapter approaches growth hacking from a similar

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direction by describing, according to the interviewees, how can large Finnish companies do growth hacking.

This is the broadest individual theme/category in the whole study. A total of 62 comments and passages were coded into this category (naturally, once again, besides this category, some comments were categorised into other categories too). Thus, it was reasonable to analyse this data in multiple ways and create further categorisations.

At first, all comments were analysed based on their content. 19 different categories were created. In some cases, individual comment contained important information relating to different things and thus, it was categorised into more than one categories. Here is a table containing all the categories, number of the comments in all categories and the most insightful comment of each category.

Category	Number of comments	Most insightful comment
Agile working methods	4	It (growth hacking) should be done as agile as possible.
Analytics & Data	3	Taking advantage of analytics suits very well for large companies.
Brand	3	Growth hacking is an excellent addition for brand building.
Budget	1	In my opinion there should be a budget but it should be flexible and ongoing.
Creative solutions	1	I think that creating creative solutions is important and if successful they can be many times more efficient.
Digital marketing	3	Growth hacking is a lot like digital marketing.
Experimenting	5	In large companies, growth hacking can be done with implementing experimenting culture.
General	3	Growth hacking is team work.
Inner startups/ entrepreneurial mindset	5	Someone has realised that working with growth hacking methods is easier in a startup environment and that's why large companies found these inner startups.
Knowing your customers	1	It all starts from knowing your customers. Naturally, all different pieces like analytics, SEO and SEM have to be in order but you don't have any use for those if you don't know what you are doing.

Lean methodologies	2	Lean methodologies of a certain kind of productized process would be important for growth hacking.
Mandate/support	6	It would be good to have a mandate to work with growth hacking methods and the higher from the organisation it comes, the better.
Processes/ organisational structure and culture	15	When you have common metrics and a common way of thinking in your organisation, the whole organisation starts to work better and it becomes more efficient and overall better.
Product development	1	In our opinion we have done courageous things with some of our products like we have told about them to our customers a lot before we have actually made them. On the contrary, usually we wait until everything is ready and then we publish the product.
Requirements for growth hacking	5	Growth hacking requires low hierarchy.
Sales	1	There probably are things where growth hacking can be used, maybe particularly when companies try to sell their current products with new methods.
Sharing information	6	The only way to get your people on board is to show them how it helps and improves everyone's work.
Small budget	3	Doing things with a small budget is suitable for large companies too.
Testing	5	Testing is something that's easy to start with if large companies haven't done growth hacking before. You can start by testing little things and gradually bring the mindset into the company.

*Table 6. How can growth hacking be done in large companies.*

The purpose of the above table is merely to point out what kind of subjects came up in the discussions and what were the relative frequencies of them. Thus, next, the categories with most mentions are discussed more thoroughly.

### **Processes/ organisational structure and culture**

This was the category with most comments. That can be partly explained because, it is a wide category, which can possibly include more different subjects than some of the other categories. However, this category still got eight comments more than the next one, so it can be perceived as important.

Overall the interviewees seemed to see more risks and challenges in growth hacking than opportunities (more about this will be discussed in the challenges chapter). This kind of rather pessimist mentality was one of the main topics when the interviewees mentioned something related to processes/ organisational structure and culture. For many, the organisational structure, processes of the organisation and the culture of the organisation were amongst the most important obstacles for doing growth hacking in large companies. Of the 15 comments in this category, three related into organisational processes, two into organisational culture and 10 into the organisation itself and.

Here are the comments that related mainly into organisational processes:

*“A growth hacker need all kinds of digital tools, she has to have a way of finding new leads, she has to be able to nurture those leads with smart ways like Facebook and retargeting. If she doesn’t have those arrangements ready, then growth hacking is incomplete. And if it stays merely in thought level, then what is it really, maybe nothing. Growth hacking needs the processes and the tools, without them I believe that implementing it as a separate action is pretty much impossible, at least in our company.” (Buyer/leader 3, 2017)*

*“By affecting to the company culture so that it would allow this kind of entrepreneur minded culture where there are processes that are being followed, but those processes don’t suffocate the work.” (Buyer/leader 4, 2017)*

*“It has to be clear that who is in charge, of which part of the process.” (Consultant 1, 2017)*

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Although these comments have slightly different angles to the matter of processes, it can be seen, that all them suggest that processes play an important role for growth hacking to be successful.

Here are the comments that were mainly related to organisational culture:

*“I don’t believe it’s possible to have a concern’s centralised growth hacking function that is controlled from the central administration. Instead there should be people who grab onto it, maybe even despite the concern rules. So, it demands an allowing company culture for this to be possible.”* (Buyer/leader 4, 2017)

*“(Growth hacking can be done) By affecting to the company culture, so that it would allow this kind of entrepreneur minded culture, where there are processes that are being followed, but those processes don’t suffocate the work.”* (Buyer/leader 4, 2017)

Already now, it can be seen how the processes and company culture are somewhat tied together, based on these above five comments. The bottom point is that there should be processes in place, and these processes should be based on an allowing company culture, so that growth hacking work could be done.

There were 10 comments that were mostly related to the organisation itself (but once again, also, to the processes and culture). Here are some of the most insightful comments:

*“Growth hacking would probably work better in companies that have already been organised into smaller independent teams who are in charge, of their own work and business from the beginning into the end.”* (Buyer/leader 3, 2017)

*“I believe that if there wouldn’t be these constraining factors in a large company, then they could do growth hacking in a similar way that we do in our inner startup.”* (Buyer/leader 3, 2017)

*“In larger companies, there are not one or two people involved in growth hacking, but it's working in teams, and this requires that all people understand what is being done.”* (Buyer/leader 5, 2017)

*“There should be a person in the company who is in charge of growth hacking, like a growth hacking lead.”* (Consultant 1, 2017)

*“I believe that doing growth hacking in-house can work, but there has to be people who really know what they are doing and they need to have courage to really do things.” (Consultant 1, 2017)*

*“There is no point in doing growth hacking, if your own organisation is not on board in it.” (Buyer/leader 5, 2017)*

To sum up these comments, it could be paraphrased that it would help growth hacking if: there would be no constraining factors (which are common in large companies), the work would be done in small independent teams with competent people and these teams would share information efficiently in the organisation. Moreover, there should be a growth hacking lead and the organisation should support the growth hacking work.

### **Mandate/support**

The comments categorised into this category share much of the same ideas as the comments in the previous category. Once again, these comments relate to the organisation culture and to the way the organisation works.

It was perhaps surprising how often the mandate/support came up in the discussions. It highlights the fact how growth hacking has initiated from startups and how its roots are still strongly in the lean, agile and even courageous working methods and in doing things differently. Thus, it is natural that in large companies, where this kind of working is somewhat unfamiliar, it requires a mandate from the higher in the organisation for the growth hacking teams to do their work efficiently.

Here are the most important comments from this category:

*“It would be good to have a mandate to work with growth hacking methods and the higher from the organisation it comes, the better.” (Consultant 2, 2017)*

*“There needs to be a group of people who have the opportunity to deviate from the mainstream way of working and these people need to have a mandate to pursue these new open minded or exceptional ways. And if they have the mandate then growth hacking is possible in large companies too.” (Buyer/leader 4, 2017)*

*“It all starts from that the executives, the CEO and all others must understand that world, otherwise it simply doesn’t work.” (Buyer/leader 5, 2017)*

*“There should be people in marketing and communications who support it, and also, there should be people who throw gas in to the flames and provide that creative space.” (Expert 1, 2017)*

It seems to be evident that, according to the interviewees, it is important that people in the organisation know about it and are willing to support the work. Also, it would be helpful, to have a mandate from as high in the organisation as possible, to work with growth hacking methods.

### **Sharing information**

Again, this category relates to the organisations and to the difficulties that new working methods may bring. All changes can be difficult in large organisations, and a growth hacking mindset and working methods can deviate significantly from what large companies have been accustomed to. Thus, according to the interviewees, it is important to share knowledge and especially success stories, in order, to help initiating efficient growth hacking.

Here are some of the comments from this category:

*“By highlighting successful cases, which encourages others to do the same.” (Expert 1, 2017)*

*“Doing things inside your marketing function doesn’t help. You need to show it to the business and sales functions that ‘hey look these are the results and this will make all of our work easier’.” (Buyer/leader 5, 2017)*

*“In order, to implement growth hacking into large companies, you have to tell inspiring stories and then other business units might hop on board.” (Consultant 1, 2017)*

*“You have to be able to show the business cases. With small pilots, you can show that the thing works.” (Buyer/leader 5, 2017)*



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*“(I think growth hacking could be brought into a large company) with these so called pride spots, where in restricted places, it is allowed to experiment things, and then good experiences are communicated to the rest of the company.” (Consultant 1, 2017)*

Clearly, the interviewees see, that organisational communication and sharing information and success stories is important for growth hacking to work in large companies.

In general, it was apparent that the interviewees think that there are challenges in growth hacking work in large Finnish companies. Most of the challenges (mentioned in this chapter) seemed to relate to the companies themselves. It was evident that the growth hacking working methods are so different from the methods that large companies have been accustomed to, that it requires a lot of organisational work for growth hacking to succeed and for it to spread inside the company.

First of all, company culture, the major underlying factor that affects almost all aspects of the work, has to be modified to approve growth hacking working methods and mindset. Then, the processes have to be adjusted so that they support growth hacking. Also, there should be a mandate for the people who with growth hacking, to work as they feel appropriate. Finally, information, success stories and business cases should be communicated inside the organisation, to justify growth hacking and to gain trust for future work.

#### 4.4.3 How does growth hacking differentiate between startups and large companies

It became evident in the last chapter that large companies have certain restricting factors which are characteristic for large companies and generally, an average startup wouldn't necessarily have these same restrictions. This interviewee put this in words:

*“Startups don't have restraining things that have come from traditions and history.” (Buyer/leader 2, 2017)*

However, in some aspect, large companies have an advantage because of their longer history. The same interviewee was smart to point out the importance of data:

*“Startups start from the beginning with their data collection whereas large companies have a lot of data gathered already.” (Buyer/leader 2, 2017)*

There were many comments that were categorised into this category, 40 in total. The analysis was started with categorising each comment, based on whether they were clearly stating something that was an advantage to startups or to large companies. General comments of comments including advantages to startups and large companies, were categorised as neutral. 19 comments suggested advantages for startups and only five contained advantages for large companies, 16 of the comments were neutral.

In the advantages for large companies, resources were mentioned three times. One interviewee mentioned financial resources, one human resources and a third one mentioned just resources in general. Other mentions were that large companies have a stronger brand and that they have more history data to exploit.

Naturally, with almost four times the number of comments, the advantages for startups, had more to be analysed. The comments related to the advantages for startups, were categorised into seven different categories, which are stated in the below table.

Category	Number of comments	Most insightful comment
Communications more complex for large companies	2	In large companies, on the contrary to small startups, a lot of diplomacy, ambassador work and politics are needed in order to sell these ideas for the higher levels in the company so that the funding becomes possible.
Growth hacking more complex/expensive for large companies	3	For example, our company has so wide audiences that handling the data is expensive, that is a clear difference between large and small companies.
Restrictions for large companies	3	Startups don't have restraining things that have come from traditions and history.
Startups are more agile	3	For example, for large B2B companies, they can use old methods in marketing but if they would have to make quick changes in their products or something like that it wouldn't work, the organisation just isn't made for that.
Startups have a better mindset towards the work	4	In startups, at least in the ones that know what they are doing, growing the company is natural, whereas in large companies it might not be a

		whole company wide view to grow the company.
Startups have more courage	2	Large companies don't have same kind of courage to try new things.
Others	1	For example, doing SEO is much more valuable for small companies because the large ones get found anyways.

Table 7. Advantages for startups.

Once again, the table above, demonstrates only one comment from each category. Thus, it's appropriate to further analyse some of the most important comments.

Suitable mindset for growth hacking was the category with most comments. There were two comments in this category, that pointed out an important aspect, the motivation/incentives towards the work. In large companies, there can be situations where certain people don't have the same kind of incentives for the work as the people in small startups, and this makes growth hacking harder. You could say about these kind of people, that they are "just working for the company", whereas in startups it is not at all common that most of the people are very committed to the company. Here are the comments related to this aspect:

*"We work a lot with marketing functions in large companies and sometimes they don't have responsibilities for the results, so they don't have pressures in their work."* (Consultant 2, 2017)

*"The marketing director often plays safe and has different kind of interests compared to startups, the organisation doesn't encourage experimenting and moving fast, it just isn't made for that."* (Consultant 2, 2017)

It is natural that there is, in general, more complexity in large companies than in startups. This interviewee hinted about the lack of connection between marketing and sales in large companies:

*"Sometimes the connection from, for example, marketing to sales is missing and that's a challenge."* (Consultant 1, 2017)

This interviewee, on the other hand, suggested that with more marketing activities, it is harder to control everything:

*“Large companies have much more marketing activities to handle than small ones, and due to this, it is also harder to control everything.” (Buyer/leader 5, 2017)*

And also, the marketing volumes are so large that simply handling the data becomes expensive:

*“For example, our company has so wide audiences that handling the data is expensive, that is a clear difference between large and small companies.” (Buyer/leader 1, 2017)*

Two comments were about the challenges that larger technical solutions bring with them for large companies:

*“Large companies have legacy technical things which make it more complicated.” (Buyer/leader 1, 2017)*

*“Technical solutions can be pricier in large companies.” (Buyer/leader 1, 2017)*

Startups have an advantage in growth hacking compared to large companies because they are smaller and thus more agile. Based on other comments from the interviews, the agility of the startups or the un-agility of the large companies, is largely dependent of the company culture too, not only of the size of the company. Here are two comments about the agility:

*“(In smaller companies) the work is more agile.” (Expert 1, 2017)*

*“You can't make significant changes in a week in a large company. Change leadership should be implemented and people should have a mandate to do things.” (Consultant 2, 2017)*

Overall, the interviewees seemed to project the differences more from the point of view that large companies have challenges, rather than startups having strengths. From the 19 comments that suggested startups having an advantage in growth hacking compared to large companies, 7 were phrased clearly as advantages for startups and the rest were phrased more like difficulties for large companies. In fact, the challenges for large companies was such an apparent subject, that a separate category was created, which will be discussed next.

#### 4.4.4 Challenges for large companies

34 comments were categorised into the challenges for large companies. Half of these comments have been already mentioned in other parts of this study. However, in order, to make conclusions of

different aspects in this study, in some parts it is needed to evaluate same comments twice. For example, the previous chapter included many of the same comments as this one, but the point of view was different. Thus, all comments in this category are taken into consideration when evaluating the challenges as a whole. However, when discussing individual comments, emphasis is put on the comments that were mentioned only in this category.

The same themes were naturally visible as in the previous chapter. This time the categorisation was done more generally, creating only six categories. The comments that weren't put into any category were the following:

*“It has been a challenge for us (in growth hacking), that not all actions can be linked into financial results.” (Consultant 1, 2017)*

*“In this kind of regulated business, well naturally regulation comes to other industries too, it is important how you can live with the regulation and at the same time serve best possible solutions to your customers.” (Buyer/leader 5, 2017)*

*“We haven't quite found out how we could use referrals in a large company like ours. Large companies have the challenge that there are people who want to recommend large companies and then there are people who don't want to do it.” (Expert 1, 2017)*

Here are the categories and the number of comments included in them.

Category	Number of comments
Processes/structures limit growth hacking	16
Lack of agility limits growth hacking	4
The mindset is not optimal for growth hacking	4
Because of their size and brand, large companies need to be careful in their actions	3
Lack of courage limits growth hacking	3
Incremental product development makes growth hacking harder	2

*Table 8. Challenges for large companies.*

It is apparent, that according to the interviewees, various kind of processes and structures in large companies make the growth hacking work harder for large companies. This theme has been

mentioned in this thesis before too, and it clearly is an important limiting factor for the success of growth hacking in large companies. Because of this, it is important to discuss the comments in this category more thoroughly. However, to avoid repetition, only comments that have not yet been discussed will be presented.

This interviewee was relatively sceptical how growth hacking could be suited into large organisations, if the processes aren't adjustable:

*"I'm not sure how growth hacking fits into the normal work in large companies. When something new is being done, then it has its own clear role. But in large organisations where the work is based on processes that you can't adjust, it might be hard. It's hard to do growth hacking and testing in a small scale when the big train (the company) moves into a certain direction." (Buyer/leader 3, 2017)*

The same person continued on the same point:

*"Now that I think about it, the reason why I haven't noticed this kind of mentality in our organisation is probably because it is so hard to adjust that into the large moving train (company)." (Buyer/leader 3, 2017)*

This comment highlights, how some large companies have difficulties in understanding how wide entity growth hacking is, and this serves challenges because growth hackers are given a too narrow role:

*"In our company, if you would bring here some growth hackers, they would be put into our marketing department to do marketing work." (Buyer/leader 3, 2017)*

This interviewee noted a rather obvious challenge, which large companies phase with any kind of changes:

*"In large companies, it is difficult to put into practice these kind of things if there are 30 000 people (in the organisation)." (Expert 1, 2017)*

The mindset that growth hacking requires, is also clearly one of the challenges for large companies. Here are two comments, from two different interviewees, that haven't yet been mentioned:

*"I've faced some challenges (working) with large companies having difficulties in changing the mindset." (Consultant 2, 2017)*

*“I believe that a large obstacle for growth hacking in large companies is that not all people have that same kind of sales- and marketing- and customer centric –mindset.” (Buyer/leader 2, 2017)*

As stated previously in this thesis, large companies can have difficulties in growth hacking because of the lack of courage to do new and different things. Like this interviewee stated:

*“One challenge for large companies is that they tend to be afraid of doing things differently than what they are used to. In my opinion, a growth hacker should be able to try even fierce actions and that requires a certain kind of attitude, environment, information systems and all kinds of digital tools.” (Buyer/leader 3, 2017)*

Here are some comments, that give reasons to why the situation is like that:

*“Large companies have a brand that needs to be protected, that’s a difference compared to startups.” (Buyer/leader 1, 2017)*

*“Startups have a lot more opportunities to test their brand. No one remembers the last to tries because no one noticed those.” (Expert 1, 2017)*

One challenge for large companies, that haven’t yet been mentioned, is that their product development is often incremental. When small companies launch new products, growth hacking is highly suitable. Even though large companies in some industries launch new products all the time, there are many industries where the core products are developed incrementally. In these situations, growth hacking might not be as naturally suitable as with totally new products.

These comments shed light to this issue:

*“It’s a challenge that how do you fit growth hacking into incremental product development. What should be the angle?” (Expert 1, 2017)*

*“One challenge for large companies is, that we have a lot of incremental product development meaning that we don’t have a new product. Whereas in startups there can be a new product and it is branded as new.” (Expert 1, 2017)*

Overall, there seems to be many challenges in growth hacking for large companies. The challenges mentioned in the interviews are mostly self-evident issues that relate to the fact that growth hacking was originally created for the startup environment, where companies generally have an agile, courageous and lean mindset.

Many of the growth hacking methodologies need this kind of agile and lean mindset, and thus, in some situations, not all growth hacking methodologies might be possible to execute. However, this doesn't mean that some aspects of growth hacking could be done in these situations. It's very important to note, that a company doesn't have to execute all aspects of growth hacking, in order, to say it's doing growth hacking. Moreover, in large companies, the environment of the organisation as a whole, might not be suitable for growth hacking, but that doesn't mean that growth hacking couldn't be done in some parts of the organisation.

#### 4.4.5 What stakeholders are needed

There was a lot of variation in the comments about the aspect of stakeholders. Some interviewees saw that growth hacking can be done entirely with the own people of the organisation:

*"A lot of growth hacking can be done in-house if the technology is not too complicated."*  
(Buyer/leader 1, 2017)

*"It can definitely work completely in-house."* (Consultant 1, 2017)

This interviewee stated that working internally would be better because things could be done faster:  
*"I would prefer working internally because it's quick enough and it's based on what the company actually does."* (Buyer/leader 1, 2017)

On the other hand, more of the comments suggested that outside help is needed:

*"It's good to have outsiders to spar with."* (Buyer/leader 4, 2017)

*"I believe that the ideal situation is where a company chooses a partner and they start working together and then they can hire and train a new employee to work with growth hacking. Then eventually, say, after two years the partner says that they are not needed anymore but let's be in touch if you need help and after that growth hacking is done internally. That is the best way to go for all parties."* (Consultant 2, 2017)



*“Outside help is definitely needed.” (Buyer/leader 4, 2017)*

*“Well we can’t do everything by ourselves, and it wouldn’t be smart. If we want to do things bigger, then there are these media companies and all kinds of smaller or larger companies who help with it, for example in social media visibility or communications.” (Expert 1, 2017)*

*“I believe that we have to be able to influence our customers. Because of that, in comes advertising and media agencies. Also, some kind of data platforms and various purchasing systems are needed.” (Buyer/leader 4, 2017)*

When discussing about the stakeholders, the discussion wasn’t only about internal versus outsourced work. There were also more general comments about who should be involved in growth hacking:

*“We need a sponsor from high enough in the organisation, who believes into it, and that’s not so easy to find. Then we need digital experts, I’d say that a data-analytic is right in the core, preferably data scientist, then inbound experts and marketing automation experts. And probably I should say that sales experts, but I won’t say it.” (Buyer/leader 4, 2017)*

*“It (growth hacking) requires communications function, marketing function and maybe also the higher management because they need to know what we are doing because they are the ones who have to answer to the questions about what we do and they need to be able to tell the story of what we do.” (Expert 1, 2017)*

*“You can partly or totally outsource it (growth hacking), you can do it in collaboration with someone or you can do it internally.” (Consultant 2, 2017)*

#### 4.4.6 When growth hacking is suitable for large companies and when is it not

The purpose of this section was to find out in what kind of situations, growth hacking would be suitable for large companies and in what kind of situations it wouldn’t be suitable. Both parts of this question received approximately the same amount of comments. Thus, it could be argued that in average the interviewees saw generally as much suitable and unsuitable situations. However, it should be noted that in this question, as in many others in this thesis, some interviewees had

difficulties to figure out what they would answer, and on the other hand, some interviewees had more to say.

### **When growth hacking is suitable for large companies**

Here, once again, it was apparent how broad concept growth hacking is and how different opinions the interviewees had about it. There were 14 comments that were categorised into this category, and only three categories could be made that included more than one comment. These three categories were: Scaling into a different country (three comments), Tough situations/times (three comments) and Launching new side products (two comments). Here's one comment from each of these:

*“For example, scaling in to a different country and new products (are suitable moments for growth hacking.)” (Consultant 1, 2017)*

*“I think that a suitable moment for growth hacking in large companies is during tough times when the company has saved from everything and they try to get out from the savings spiral and get new revenue.” (Buyer/leader 4, 2017)*

*“(For large companies who are not creating new products, growth hacking can be suitable) when they launch new things that support their core products, like a mobile app for example.” (Expert 1, 2017)*

Besides the above mentioned situations, there were other insightful comments. One interviewee stated the obvious by saying that growth hacking is suitable “When you want to grow.” One pointed out that it would be suitable for recruiting, and another one found use for it in market research. This interviewee didn't see a particular situation but more a way of using new methods:

*“There probably are things where growth hacking can be used, maybe particularly when companies try to sell their current products with new methods.” (Buyer/leader 3, 2017)*

In the last chapter, it was discussed how growth hacking can be challenging for large companies because they don't do so much new product development. However, naturally, large companies too develop new products. This interviewee thought that growth hacking should or could be used for product development:

*“I feel that growth hacking strongly relates into the development of new products and services.”*  
(Buyer/leader 3, 2017)

Lastly, this interviewee gave the most positive comment, stating that growth hacking is never a bad option:

*“I don’t think it’s ever a bad option. It should be in the repertory.”* (Expert 1, 2017)

### **When growth hacking is not suitable for large companies**

When thinking about situations when growth hacking wouldn’t be suitable for large companies, the interviewees were more unanimous. None of the interviewees were able to mention an organisational situation which would be especially unsuitable for growth hacking. The comments we more related to the background of a company, like these ones:

*“Maybe if you have a widely recognised and known brand, then maybe there could be some limitations.”* (Consultant 1, 2017)

*“It is obvious that if the organisation is just not built for growth hacking working methods then it isn’t suitable.”* (Consultant 2, 2017)

*“If you have a product that is for masses and traditional marketing methods work for you (then growth hacking is not suitable).”* (Consultant 1, 2017)

Or then they were related to some actions of a company, like these:

*“There is still a place for traditional advertising and communications.”* (Buyer/leader 1, 2017)

*“(Growth hacking is not suitable for large publicly traded companies in their) certain kind of communications, which just have to be handled.”* (Buyer/leader 1, 2017)

*“Growth hacking is not the best option for mass marketing.”* (Buyer/leader 2, 2017)

*“Growth hacking doesn’t work for all target groups, for example for old people (who are not active online.)”* (Buyer/leader 5, 2017)

There were also four comments that stated clearly that the interviewee thought that there were no situations when growth hacking wouldn't be suitable for large companies, or that the interviewee couldn't figure out a situation where it wouldn't be suitable. Here is a few of these comments:

*"I can't figure out a situation when it wouldn't be suitable." (Consultant 1, 2017)*

*"If growth hacking is seen just a way to grow and doing things differently then I don't see situations where it wouldn't be suitable for large companies." (Consultant 2, 2017)*

#### 4.4.7 What growth hacking methods wouldn't work for large companies

In some of the interviews, it was discussed, what kind of growth hacking methods wouldn't be suitable for large Finnish companies. A couple of interviewees pointed out how it depends on the industry and the company:

*"(The selected growth hacking methods) depend on the industry. There are certain expectations. For example, we can't go out with a non-functional or non-safe mobile bank." (Expert 1, 2017)*

*"I don't believe there is anything that wouldn't be suitable as long as it's done well and you have thought about what is the thing for you in it." (Buyer/leader 2, 2017)*

This interviewee had a similar kind of idea, but from a product market fit –angle:

*"(For example, startups can) test whether there is interest for a product that doesn't even exist, maybe that kind of methods can be hard for large companies." (Consultant 1, 2017)*

The same interviewee suggested that large companies should be more careful with pricing experiments:

*"Small companies can more courageously test their pricing for example. But this kind of things can be difficult for large companies." (Consultant 1, 2017)*

Once again there was a comment that suggested that there are practically no methods that wouldn't suit for large companies:

*"There is no particular method that wouldn't work for large companies as long as it's planned and executed well." (Buyer/leader 1, 2017)*

Overall, there were not enough answers in this category to make meaningful conclusions. In general, it seems that large companies should perhaps be more thoughtful than small companies, when implementing growth hacking methods. Moreover, there are evidently some methods that wouldn't necessarily be suitable for large companies but without further data, fundamental conclusions of what these are, can't be made.

#### 4.5 Growth hacking goals

Mentioning the goals of growth hacking was relatively difficult for the interviewees. There were two major reasons for this. Firstly, some of the interviewees' companies were just starting with growth hacking, so they hadn't yet set up the goals. Secondly, two of the interviewees represented a consulting company so, it was difficult for them to mention goals, since they sometimes don't know the exact goals of their customers.

Moreover, goals for growth hacking is a difficult issue because there are some obvious goals, and then there are countless of possible smaller goals. The obvious goal is naturally growth, which can be achieved by selling more. But then the smaller goals can be anything from leads, to conversions and from customer experience to engagement. The small goals literally can be anything.

Without further ado, here below are all the goals mentioned in the interviews:

Goals for growth hacking
The purpose is to understand our audience better, improve the reading experience and thus sell more digital subscriptions.
We have clear numeric goals for our media business.
Our goals can be linked to growth hacking.
Our goals in growth hacking have to do with improving our audiences, reaching them and engaging them.
We have a goal of getting more knowledge on data driven business.
Long term goal is to improve customer experience and activity in all channels and with that, engage the customers.
We have a goal of increasing sales.
We have no exact goals for growth hacking yet.
Our future goals for growth hacking are strongly ROI related.
We want to reach and beat our competitors in digitalisation.
How can we improve activity and with that the value of individual customer?
Growing something is naturally the thing.
We always want to tie the things we do into the growth of the business.

Registrations and subscriptions have been goals sometimes.
In some companies (our customers) there is certain kind of goal setting, but definitely we often bring the goal setting for our customers.
We try to tie the goals in to the growth and not just into some individual thing.
The goals of growth hacking vary. Sometimes our customer has pre-set goals, sometimes they don't and then we bring the goals. Goals can be leads, sales on an annual level, A/B testing goals, usability of a website or increasing conversions.
We know that finding and building communities work for us but at this moment we don't have the means to do it in a larger scale. This is also the reason why we are hiring a growth hacker to our inner startup.
We need to get enough paying customers before we start building fibre network into a certain area, we need half of the area's households to be committed to the fibre network investment before we can start building. This is a very difficult equation.
We don't have high level goals for growth hacking.
My own goal with growth hacking is to implement experiment culture and this kind of partnering.

Table 9. Goals for growth hacking.

#### 4.6 Growth hacking results

Naturally, in interviews where the questions are open ended, the answers vary a lot. Some people answered something general like:

*"I would say that we are pretty good at it." (Buyer/leader 1, 2017)*

or

*"When people start to understand growth hacking, I believe the results will be excellent."*  
(Buyer/leader 2, 2017)

And then some people answered more precisely like:

*"We develop these things all the time. We develop our data and analytics and it brings us forward all the time and improves our conversions. These kind of things, we can see directly. What is harder to measure is the impact on customer satisfaction and our brand. Those are harder to measure and the brand images don't change by snapping your fingers." (Buyer/leader 5, 2017)*

Overall, the comments in this category were re-categorised based on what kind of tone the comment had on the results. There were no comments concerning negative results. The categories created were "very good", "good" and "neutral". In the neutral category, there were some general comments that didn't directly editorialise the actual results achieved. Here in the table, are all the comments categorised.

Category	Comment
Good	We have noticed that these things work and that's why we hired the growth hacking.
Good	Growth hacking has worked with our customers.
Good	When we run different tests, they don't always yield good results but that's a part of the testing.
Good	When we've worked with sites that have enough users, that has enabled fast testing and it has yielded in good results.
Good	About a year ago we started testing this and now it has shown that this thing works for us.
Good	We develop these things all the time. We develop our data and analytics and it brings us forward all the time and improves our conversions. These kind, of things we can see directly. What is harder to measure is the impact on customer satisfaction and our brand. Those are harder to measure and the brand images don't change by snapping your fingers.
Good	We are pretty good at it.
Good	When people start to understand growth hacking, I believe the results will be excellent.
Good	We have reached our biggest achievements with most courageous changes.
Good	We have noticed that our growth hacking works in a small scale and we can reach our challenging business goals.
Neutral	We are just in the beginning and it's hard to say when the saturation point comes.
Neutral	I would say that results wise, our growth hacking is mediocre. We should think about the way we do it. For example, in incremental product development, if we want to use growth hacking there, we should find out what are the best ways. One other thing that I would like to see is how we could use peer to peer networks.
Neutral	Success in growth hacking comes from pieces and their combinations, that's why it's hard to say which methods have been most successful for us.
Very good	We have been testing different things from 2015, dynamic advertising etc. And the results have been very good.
Very good	We have noticed that it works and that it's noticeably more efficient than traditional marketing
Very good	The way we have done growth hacking with one of our customer, has made work so much funnier, business wise the growth has been better and it's been funnier to do, I don't see any cons in that.
Very good	I've never gotten bad results with growth hacking.

Table 10. Growth hacking results.

There were four comments in the very good –category, 10 in the good-category and 3 in the neutral category. It was a very subjective evaluation and thus, many comments could have been categorised differently. However, it can be said that in general, the interviewees thought very positively about the results they had got from growth hacking.

## 4.7 Differences between different industries and countries

### 4.7.1 Differences between different industries

The interviewees were asked about what kind of differences there is in the growth hacking work, between different industries. Moreover, the goal was to find out whether there would be industries in Finland where growth hacking would be especially suitable, or especially unsuitable.

In total, there were 13 comments/passages that were coded into this category. Of these 13, three had to do with some industries being better for growth hacking than others, five related into some industries being worse for growth hacking than others and five comments that didn't point out specific industries that were better or worse than others. From the neutral comments

There were only a few comments that suggested industries where growth hacking would be especially suitable. This interviewee thought that B2C business is more suitable for growth hacking:  
*“The closer it is to B2C business the better.” (Buyer/leader 1, 2017)*

This interviewee was on the same tracks but with he was less unconditional:  
*“It's easier to get started for B2C companies who sell services online, but growth hacking is possible for B2B too if they sell something online.” (Consultant 1, 2017)*

This interviewee didn't directly point out a suitable industry, but it was indirectly evident that she thought that growth hacking was suitable in her company's industry (logistics):  
*“Those (companies) that can surprise positively in their own industry, are in a good position. For example, in our industry, which is logistics, being agile is the most important thing, however the companies (in this industry) are far from agile.” (Buyer/leader 4, 2017)*

In the neutral category, there were two interviewees who thought that growth hacking would be suitable in almost all industries:



*“Can’t determine industries where growth hacking wouldn’t fit.” (Buyer/leader 1, 2017)*

*“If you sell something and look for growth then growth hacking suits almost all industries.”  
(Buyer/leader 2, 2017)*

Then there was this comment which suggests the same but brings in the notion that different companies and industries need different tools and methods:

*“I don’t see that much differences in which industries growth hacking is suitable or not. You just have to know how to pick the right tools and methods for your industry and company.”  
(Buyer/leader 5, 2017)*

This interviewee had a similar point but with a difference that she suggested that there are some principles that work for all industries:

*“There are certain principles that work for all companies and then there are company- and industry special things.” (Buyer/leader 1, 2017)*

The category, which included statements suggesting that some industries were worse for growth hacking than others, had some more direct comments. One interviewee had difficulties in picturing growth hacking in the public sector:

*“It’s hard to think what growth hacking would be in the public sector.” (Buyer/leader 2, 2017)*

This interviewee couldn’t first think of any unsuitable industries, but then came up with “non-tech” industries:

*“Is there industries where growth hacking wouldn’t fit, well maybe some non-tech industries but I can’t think of anything else now.” (Consultant 1, 2017)*

Two comments suggested that regulation serves a challenge for growth hacking:

*“Growth hacking is harder in banking or medical industries or any other industries where there is a lot of regulation.” (Expert 1, 2017)*

*“In this kind of regulated business, well naturally regulation comes to other industries too, it is important how you can live with the regulation and at the same time serve best possible solutions to your customers.” (Buyer/leader 5, 2017)*

However, these comments didn't suggest that growth hacking wouldn't be suitable in regulated industries, just that it is more challenging in those. This interviewee directly stated that growth hacking is suitable for a regulated industry like banking, same time suggesting that safety is important in growth hacking too:

*"I don't know if there are industries where growth hacking wouldn't be suitable, it works in our industry (banking) too. Well, maybe in industries where safety, people's or things', is important, there you need to think about it." (Expert 1, 2017)*

Overall it the interviewees seemed to think that growth hacking is suitable for large companies in Finland in most industries. Some industries were mentioned where the environment wouldn't be optimal for growth hacking, but the statements weren't too unconditional. Moreover, for most of the interviewees, it took some pondering to mention any industries that wouldn't be suitable for growth hacking. A common factor for the not-so-suitable industries was regulation.

#### 4.7.2 Differences between Finland and other countries

Once again, categorising the comments into positive, neutral and negative, based on perception, was an appropriate approach. More accurately, the comments were categorised based on how they viewed growth hacking in Finland, compared to other countries. For example, if a comment suggested that growth hacking is harder in Finland than in some other countries, it was categorised as negative.

It was striking to find out that none of the comments in this section were categorised as positive. There were five neutral comments and six negative comments. The negative ones were generally not very harsh. However, it is still surprising and perhaps even alarming that none of the interviewees mentioned anything that would suggest that Finland was better, in any way, for growth hacking, than other countries.

The negative comments pointed out that in Finland, compared to other countries, marketing is more expensive, purchase power is lower, there's less people and we lack the courage to do different things. Moreover, growth hacking is not as well known and we Finns are generally not as far in it than some other countries.

Here is a table summarising all the comments of this section.

Neutral	Negative
Digital marketing is pretty similar in all Western countries.	In Finland, marketing is expensive and we don't have that much purchase potential.
Asia is totally different in terms of marketing.	We are not very far in growth hacking work in Finland (compared to other countries).
I don't see major differences between Finland and other countries in terms of growth hacking.	Growth hacking is not so well known in Finland, for example compared to America where many large companies do growth hacking.
I don't know if there are any differences in methods (between Finland and other countries).	In Finland, there is some echoes from the old engineering leadership, maybe the courage and allowing failures is missing.
In the United States, the data regulations is not that strict, so the companies can do almost anything. Whereas, in Europe, the consumer protection is stronger, which is a good thing, but it requires a lot from the companies. In the Nordics, there are not that many differences between countries because the legislation is so similar. But here too, people act differently online in different countries. For example, if we put an English text into our webpage in Finland, it just doesn't work.	In Finland, we lack the courage to do something very different.
	There's significantly less people in Finland, the base where you start reaching people is so much smaller.

*Table 11. Differences between Finland and other countries.*

## 4.8 Future and the impact of growth hacking

### 4.8.1 The future of growth hacking in large Finnish companies

All interviewees were asked openly how they see the future of growth hacking for large companies. There was some variation in the answers but the overall stand point was that growth hacking is becoming more popular in the future. Moreover, many of the interviewees had a viewpoint that eventually growth hacking –like work and mentality will become a normal way of thinking and working, the term business as usual was mentioned multiple times when discussing about the future.

The first analysis made was about the perception towards the future of growth hacking in large companies. All the comments/ passages, that were already categorised into the category “future of growth hacking”, were read again and coded, based on the way they perceived the future. If the comment suggested a future where growth hacking would cause positive results, or a future where it would be used more intensively than now, it was coded in to the category “positive”. With a similar approach the other comments were categorised into “neutral” and “negative” categories.

There were 35 comments/passages that were categorised into the “future of growth hacking” category. Of these 35, 23 were positive, seven were neutral and five negative. Thus, the overall perception towards the future was quite positive. Moreover, none of the negative comments were actually negative towards the future of growth hacking itself, but more issues related to growth hacking. This is difficult to explain so here are all the negative comments:

*“GDPR will limit marketing.” (Buyer/leader 1, 2017)*

*“Handling of data is a risk.” (Buyer/leader 1, 2017)*

*“It can be that in the future we have to go further and further to gain attention.” (Buyer/leader 1, 2017)*

*“Seeking attention can go over board at some point.”*

*“Maybe the biggest problem in predicting the future is that we don’t know (where the technology evolves in the future) do we have smartphones in five years or do we have an alternate way of communicating, what happens to tablets...”  
(Buyer/leader 2, 2017)*

The positive comments on the other hand were mostly directly concerning the future of growth hacking.

This one saw growth hacking as a way for helping the ever more demanding customers:

*“Customers’ behaviour changes and they become the kings. Growth hacking gives an opportunity to make better targeted marketing.”  
(Buyer/leader 2, 2017)*

Another interviewee envisioned how growth hacking would become more important in product development and through this more common in general:

*“I believe that the next trend is that the product development in large companies goes more into the growth hacking direction. That is because large companies have had this well thought and polished product development pipeline which has worked very well until these days but in a way, it also prevents radical innovating from happening because all the metrics and all have been built to maintain and maximise that pipeline. In the next couple of years, I believe that this kind of inner entrepreneurship is a way for large companies to get rid of this, and I believe this makes growth hacking more common.” (Expert 1, 2017)*

And finally, this interviewee just generally saw the future evolving more towards growth hacking:

*“I believe that the future is inevitably going into the direction of growth hacking like thinking.” (Buyer/leader 3, 2017)*

As said, many interviewees thought that growth hacking will change from being something new and different, into being normal and business as usual. The number of comments suggesting that growth hacking will become business as usual in large companies was high, in total there were seven of these comments. All these comments were very similar.

There were two basically identical comments stating how growth hacking will become business as usual, here is the other one:

*“I believe it (growth hacking) becomes more like business as usual in the future.” (Buyer/leader 1, 2017)*

Here’s another comment with the same idea, only with a different highlighting word:

*“At some point, growth hacking will become a standard operating procedure, a procedure where you hysterically try to find different means for growth.” (Buyer/leader 4, 2017)*

This comment highlights the mentality aspect of growth hacking, but holds the same message:

*“Instead of it being a new way to think, it becomes a normal way to think.” (Buyer/leader 4, 2017)*

In this interviewees’ company, it’s already becoming business as usual:

*“In the organisations where I have been, I see it’s becoming business as usual.” (Buyer/leader 5, 2017)*

This interview recognised that when a new equivalent for growth hacking emerges in the startup world, then growth hacking will become a standard in large companies:

*“I believe that growth hacking will become a standard in large companies at the moment when the next equivalent has been invented in the startup world. But I believe that in the coming years these methods become more common and large companies begin to use them with their own names.” (Expert 1, 2017)*

To sum up the future, according to the interviewees, growth hacking will increase its popularity in large companies in Finland. It is also highly evident, that the interviewees believe it will become more normal, even so, that it will become business as usual.

#### 4.8.2 The future of growth hacking in our company

The future of growth hacking in the interviewees’ own company was not on the interview guide and thus it was not directly asked from all the interviewees. However, it came up many times in the interviews and thus, it was coded into a separate category.

All the comments that related directly into the future of growth hacking in the interviewees’ companies, were coded into this category. Here are some of the most relevant comments.

One interviewee commented on how they will expand their growth hacking related services:

*“Our goal is to be more like a partner and meet our clients more often to discuss what should be done next. Also, we want to help our clients more comprehensively than just with the site optimisation.” (Consultant 1, 2017)*

This interviewee gave an overview of how they will proceed now that they’ve realised the benefits of growth hacking:

*“Now that we have seen that this (growth hacking) works, it’s time to move on and add scalable elements into our inner startup.” (Buyer/leader 3, 2017)*

The same interviewee stated about the need to hire more people who think like a growth hacker:  
*“In the future, we need to have more people who think like this, whether they are called growth hackers or something else.” (Buyer/leader 3, 2017)*

This interviewee was concerned on how they can sell the idea of growth hacking in their organisation. She stated the demands when the idea of growth hacking is ready to be distributed in their organisation:

*“We have built a very impressive reporting system, which helps us show in a detailed manner what have happened and what will happen. When we get to the level where we can forecast and predict the future and (when we can) influence on the best possible scenario, when we have the data and we do successful decisions based on it, then we have the hard evidence, which allows distributing these ideas in the organisation.” (Buyer/leader 4, 2017)*

This interviewee, on the other hand, believed that the basic ground work was ready in their company, and now they just needed push the gas pedal:

*“We have already changed our way of thinking a lot and hired new employees. Organisationally we have changed a lot, now we just have to get it all out of the machine and further improve our cooperation with our business function.” (Buyer/leader 5, 2017)*

Once again, the overall positive attitude towards growth hacking was evident. None of the interviewees hinted that the growth hacking would have a smaller role in their company in the future, vice versa, all interviewees stated directly or indirectly, that growth hacking will have a bigger role in their companies in the future. However, it is important to note that many of the companies were just starting with growth hacking and thus, it is natural for them to have plans about increasing the use of it.

All except one interviewee mentioned that they will hire, or they think about hiring more growth hackers in their company. Moreover, the one interviewee that didn't mention hiring more people, worked in such a role, that this topic just didn't come up in the interview.

#### 4.8.3 Roadmap for growth hacking in our company

Some interviewees were asked about whether they have a roadmap for growth hacking in their company. Only one interviewee was able to directly state that they have a roadmap, however, a very high level one:

*“We have this very high level road map for growth hacking but it’s mostly just that we start trying and then we see what comes out of it.” (Buyer/leader 4, 2017)*

One interviewee was able, to mention that they have a plan for the roadmap:

*“Our roadmap for growth hacking comes through the specification of the tools that we will be using.” (Buyer/leader 2, 2017)*

One interviewee stated that the marketing function would know whether they have a roadmap but he didn’t know this. Then there were two interviewees, who stated that they don’t have a roadmap precisely for growth hacking. Here’s one of those comments:

*“We don’t have a roadmap particularly for growth hacking.” (Buyer/leader 2, 2017)*

In general, the interviewee companies didn’t have a clear roadmap for growth hacking. This is natural for these companies, because many of them were just starting with growth hacking. However, when starting something new, plans are many times made. Perhaps this describes the lean methodology, which is a part of a growth hacking mindset.

#### 4.8.3 The impact of growth hacking for large companies

The author wanted to find out how the interviewees saw the impact that growth hacking could cause in the context of large Finnish companies. This seemed to be a difficult question for many of the interviewees and some of them didn’t have an opinion on it. The responses for this question varied a lot, which is natural because the question is so vague and open.

This interviewee believed that growth hacking might be a key player to survive from the toughening competition:

*“In digital business, the competition is harder all the time and because of that growth hacking is very important.” (Buyer/leader 1, 2017)*



The same interviewee, on the other hand, saw growth hacking having an important part in speeding up the digitalisation:

*“Growth hacking is a possibility to speed up the process of digitalisation.” (Buyer/leader 1, 2017)*

This interviewee’s comment was perhaps the most insightful as an answer to the initial question:

*“I believe it will affect in a way that companies become more allowing towards experiments. That is because data is always involved in growth hacking, and you can prove things with data.”*

*(Buyer/leader 4, 2017)*

However, this opinion was also very insightful:

*“Growth hacking is practically user driven product development, and as a result better services are created.” (Consultant 1, 2017)*

One interviewee saw growth hacking more like a necessity, a thing that you have to be involved in:

*“It is kind of a horse race. When everything develops. You can’t necessarily differentiate but can’t be left out either.” (Buyer/leader 4, 2017)*

Evidently, many different aspects were seen in this question. No unanimous consensus was found about what kind of impact growth hacking will have but it was apparent that most of the interviewees thought that it’s an important thing for large companies and that it’s beneficial to keep doing it.

#### 4.8.4 Opportunities of growth hacking for large companies

Many of the opportunities mentioned were somehow related into eventually increasing sales and growing the company. Some comments emphasised helping the customers and improving their experience, which naturally indirectly eventually increases sales. Here are some of those comments:

*“We are able to help our customers better because we know them better, either with help of machines or people.” (Buyer/leader 4, 2017)*

*“I see that with simple little things we can improve people’s day to day lives.” (Buyer/leader 2, 2017)*

*“Maybe the biggest opportunity in growth hacking is the way large companies can launch new products with growth hacking methods. We can experiment and launch products with lean methodologies, then we get the data that we wouldn’t have gotten with traditional marketing.”*  
(Expert 1, 2017)

Then there were opinions that were more directly connected into sales and growth of the company. One interviewee mentioned a practical opportunity for their company:

*“I see great potential in increasing sales in brick and mortar.”* (Buyer/leader 2, 2017)

And another one had a more holistic point of view:

*“Opportunities that growth hacking bring are obviously growing the company, then increasing market shares and faster differentiation from your competitors, if you start growth hacking before them. Also, finding places for growth in more traditional industries.”* (Consultant 2, 2017)

#### 4.8.5 Risks of growth hacking for large companies

For some reason, the interviewees felt it easier to mention risks for growth hacking than opportunities, maybe it’s in a Finnish mentality. More than double the amount of comments were categorised into the risks category than into the opportunities category. However, many of these comments stated that there are no risks. Overall, many of the interviewees initially thought that there are no risks, but then after a bit of pondering, managed to figure out some minor risks. So, in general, even though fewer opportunities were mentioned than risks, the risks that were mentioned were overall minor risks.

Here are some comments suggesting, that there really aren’t any real risks if growth hacking is done thoughtfully:

*“From the top of my head, I can’t see risks for growth hacking. Well, naturally you fail sometimes but if you have a process where it is okay to fail and then you fix it fast and start something new, then I don’t see there could be large failures.”* (Consultant 2, 2017)

*“What kind of risks could there even be in that kind of working? Has someone mentioned something?”* (Consultant 1, 2017)

*“If growth hacking is done well and it’s controlled, I don’t see many risks.” (Buyer/leader 2, 2017)*

*“Always when things are tested, there is a possibility of failure. For example, in A/B testing, there’s always the other option, but it’s not that big of a risk.” (Consultant 1, 2017)*

*“I believe that growth hacking needs to be very result oriented, it can’t be just marketing buzz. If companies work like this, then the risks for growth hacking are small.” (Buyer/leader 3, 2017)*

One area where some interviewees saw risks was information security. Already now, companies gather massive amounts of information from their customers and it will most probably only increase in the future. The GDPR is coming in Europe and it will increase the risks related to data handling. The interviewees saw these risks too. Here are some comments related to data security:

*“Handling of the data is a risk.” (Buyer/leader 1, 2017)*

*“Maybe there could be some risks with information security related things and GDPR coming.” (Buyer/leader 3, 2017)*

*“Growth hacking can very fast go into the direction where all kinds of information is gathered, stored and taken advantage of. With these things, there should be clear guidelines and rules that can’t be crossed. These kind of things can be risks.” (Buyer/leader 3, 2017)*

The competition is tough in the digital world and it’s more and more difficult to get customers’ attention online. Companies recognise this and execute more daring actions online. Some of the interviewees saw this as a risk for reputation. Also, one interviewee mentioned that large companies have a reputation risk:

*“I’d say that large companies have a reputation risk, depending on the industry once again. I believe that even with experiment culture and growth hacking, it’s important to protect the parent company and have clear rules of where you can act and what you can do there. But as always, You have to give responsibilities, then something goes a bit overboard, and then you go one step backwards.” (Expert 1, 2017)*

In general, the interviewees seemed to understand that individual failures are normal and actually, an important part of growth hacking work, which takes influence from lean “fail fast” culture.

However, one interviewee saw that there is a possibility of overall failure:

*“Yes, Failure (is a risk). If we’ve put a lot of effort into selling the idea in the organisation and we’ve received the mandate, but we’ve forgotten to say that it actually might take some time for the results to show. Then when the results don’t show as fast as they’re predicted based on the headcount and costs, then we might lose faith.” (Buyer/leader 4, 2017)*

Other risks mentioned were problems with recruiting talented people, not being able to keep up with the competition and not being able to adjust monetary resources accordingly.

#### 4.9 Personal opinions and experiences of the interviewees

In the end of the interviews, the author asked about personal opinions of the interviewees with the purpose of finding out if there were something that they wanted to say that was perhaps more their own opinion, instead of being in line with the “company policy”.

It was apparent that many of the interviewees felt that it was obvious, that they had spoken “with their own mouth”. None of the interviewees said anything that would hint into the direction that the opinions wouldn’t have been their own. Here are some examples of these comments:

*“Everything has been my personal opinions but they match pretty well with our company’s ones.” (Buyer/leader 2, 2017)*

*“These were my opinions, yes.” (Consultant 1, 2017)*

*“I always speak with my own mouth and not as a corporate representative.” (Buyer/leader 5, 2017)*

The interviewees were also asked if they wanted to share some other personal opinions, successes or failures around the subject of growth hacking. These opinions were difficult to categorise so they are all in the below table.

Difficulties in recruiting has been my biggest failure.
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Growth hacking separates the wheat from the chaff in marketing people. I don't know how long we need those traditional marketing people who believe that a good email or a nice ad is the way to push the company forward.
Growth hacking is not just for digital nerds and young people. Young people understand more about the digital world per se, but the attitude is more important than the age. I have noticed that there are certain kind of preconceptions about what you should look like in order, to understand these things and for me, that is very annoying.
I believe that there is a redistribution going on concerning marketing roles, which comes from the fact that some people have the will to show data, facts and figures that make the profit. These people who haven't been the most typical marketers become the majority.
Finnish marketing people haven't at all understood how big is the cake for a marketer nowadays, the amount of things that you have to know and be interested in has grown tremendously.
It all starts from that the executives, the CEO and all others must understand that world, otherwise it simply doesn't work.

*Table 12. Personal opinions.*

## 5. Discussion

### 5.1 Summary of the findings

The main research question in this thesis was, is growth hacking suitable for large Finnish companies and if it is, how should it be implemented and executed?

The conducted interview research clearly indicates that growth hacking can be a suitable working method or a mindset for large Finnish companies. However, large companies are very different kind of organisations compared to startups, and thus they face some difficulties in implementing and executing growth hacking, as it is executed in small companies.

Growth hacking was originally developed for agile startups. Thus, some of its methods can be difficult for large companies. This is because many times large organisations have a different kind of mindset and they are used to working differently.

There are some situations or industries where growth hacking isn't the best possible way of working for large companies. However, in most situations, it can work just as well as in startups. The important thing is to evaluate the situation and environment of a given company, and based on that decide whether it would be suitable.

Some growth hacking methods might not be suitable for all large companies, but generally, the growth hacking methods stated in this thesis are suitable for large companies. Once again, a need for evaluating one's own situation is needed. Moreover, it's important to notice that growth hacking involves various different aspects, and not all of it have to be implemented in a large company. The growth hacking mindset, on the other hand, seems to be something that can be implemented in almost all large companies, if the organisations and the culture just allow it.

Implementing growth hacking in a large company can be difficult. Organisational politics and sales work is many time required. According to the interviewees, growth hacking is nearly impossible to be implemented quickly into a whole large organisation. Instead it should be started with small teams or inner startups, which have a mandate to execute its methods. Then with efficient

communication, other parts of the organisation should be educated about it and success stories should be communicated.

There was no clear answer to the question of how growth hacking should be executed in large Finnish companies. It became apparent that the execution and the methods used, are highly dependent on the company itself, its culture, history and the industry. The growth hacking mindset is the most important thing, not the methods used.

Representatives from eight Finnish companies were interviewed for this research. Two of these companies had consulted multiple large Finnish companies. Yet, none of the interviewees stated negative results from growth hacking. This suggests a bright future for growth hacking in large Finnish companies.

## 5.2 What is growth hacking

Growth hacking is a very difficult term to describe. Although there were similarities, not a single definition from the literature or from the interviews were the same. This serves a challenge for the whole growth hacking work in large companies. The more difficult a term is to explain, the harder it is to “sell” it inside the organisation. It was apparent in the interviews that growth hacking needs some internal selling to become possible in large companies. Thus, it would be beneficial if the term would become better known, and if there would be a clearer consensus of what it actually means. Hopefully this thesis will help with this issue.

The literature of growth hacking sees it as a wider concept than the interviewees see it. The interviewees in general agreed with the definition of growth hacking used in this thesis, which suggest a wider concept, but it was apparent that it was more natural for them to view it as a narrower entity. This is probably related to the fact that the subject was somewhat new to some of the interviewees and also to the fact that based on their specialty, many of them had used only some parts of growth hacking in their work.

In order, for growth hacking to become a widely used working method or a mindset, the people in large Finnish companies should understand how wide of a concept it is and what kind of aspects are included in it. The all-important mindset of growth hacking seems to be well understood amongst

the interviewees, and they also understand that it's a wide concept. The problem was that it seemed that there was a lack of understanding of what kind of aspects are there in growth hacking. It would be important to also understand that growth hacking is not just about marketing or product development or testing and optimising, but about the combination of all of these, and more.

The qualities of a growth hacker, is an aspect that the research wasn't able, to answer sufficiently. There was not enough data to justify what are the specific skills needed. It became apparent that a growth hacker needs very diverse skills but on the other hand, growth hackers don't necessarily have to have all the skills. Moreover, it is clear that nowadays, growth hackers aren't required to have programming knowledge, though it is an advantage and it would be good that someone in the team would know how to code. Overall, it would be beneficial for a growth hacker to understand business, technology, marketing and product development, but once again, perhaps the most important thing is to have the right kind of mindset.

### 5.3 How does growth hacking differ between startups and large companies

Overall, the interviewees found more strengths for startups than for large companies, in growth hacking. This is somewhat understandable because of the background of it. Moreover, many of the advantages for startups compared to large companies, were described as challenges for large companies.

Large companies have obvious advantages like better resources and some not-so-obvious advantages like history data. On the other hand, the benefits for startups are more natural, like benefits related to their mindset for growth and their agility, which naturally suit growth hacking.

### 5.4 Is there a place for growth hacking in large Finnish companies

There is a place for growth hacking in large Finnish companies. However, what that means, depends on the organisation in question. For some companies, growth hacking suits better and is easier to implement, and for others, there can be more challenges and, and growth hacking can be implemented only partly or it can be implemented only to some parts of the organisation (like inner startups).



It's important to notice that growth hacking's purpose is growth. Thus, if a company isn't seeking for growth, then it is not needed. For those seeking for growth, it is one possible opportunity, however, growing is possible also without using growth hacking.

There are also certain aspects, where using growth hacking might not be the optimal solution for large companies. These can be: certain kind of traditional marketing and communications, brand building and mass marketing. However, in these too, there are parts of growth hacking that can be used, for example, testing and optimising.

The world is changing with a rapid speed and digitalisation is everywhere. Large companies have to follow up with the changes in the environment and in the needs of the customers and growth hacking can be a helpful min- and toolset in this. Moreover, more companies are implementing growth hacking, or at least agile or lean methodologies, and because of this, other companies have to be on their toes, in order, to keep up with the competition.

### 5.5 What is growth hacking in large Finnish companies

As said, there are some challenges in large companies in terms of growth hacking. If there weren't these challenges, growth hacking would be somewhat same kind of work as it is in small companies. In many large companies, growth hacking will probably be done in small independent teams or in inner startups, who have a mandate to do it and support from the organisation.

If growth hacking can be done in a large company, it will probably be related to using growth hacking methods in some of these: inner startups, marketing, product development, new products, new side-products, acquiring new customers for current products or serving current customers better than before. All these are same use cases that were mentioned in the literature review.

To sum up, growth hacking, on a high level, is nothing out of the ordinary, and there are no major reasons why its methods couldn't be used in large companies. It is just that much different from what large companies have been used to, that it takes time for them to adjust to it.

### 5.6 What kind of challenges are there for growth hacking in large Finnish companies

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The challenges of growth hacking were not discussed in the literature review, however, the interviewees who have been acquainted with growth hacking in large companies in Finland, seemed to think that there is a lot of challenges.

According to the interviewees, the greatest challenge for growth hacking in large companies, is the organisation itself, and its structures and processes. Other major challenges were related to the possibly not-optimal mindset, lack of agility and the need to be careful (more so, than would be optimal). From these, at least the mindset and agility are aspects that once again relate to the organisation and to its working culture.

So, in order, for growth hacking to be more suitable for large companies, they would have to change. As the world changes, the companies are forced to change too. However, large companies are rarely able, to change quickly. Thus, it can be expected that growth hacking will not have optimal circumstances in large companies for some time. How long is that time, it can't be estimated based on the information from this research.

### 5.7 How can growth hacking be implemented in large Finnish companies

Growth hacking can already be used in many large companies in Finland. This is because, one doesn't have to use all aspects of it, but instead, just some suitable parts can be taken into use. For example, no matter how strict and old fashioned a company might be, its marketing teams can start working with growth hacking mindset; testing, optimising and trying to find smart solutions. When more trust is gained, they can start trying more courageous things, on step at a time.

So-called inner startups, are a suitable way for large companies to implement growth hacking without major organisational changes. When the responsibility of the working methods is passed on to the inner startup, it can work without the burden of the organisation, and at the same time, the brand of the large organisation is not at risk, if something negative were to happen.

In general, when implementing growth hacking, a good way is to start with small units who are given a mandate to work with growth hacking methods. Outside help can be used but the work can be done entirely internally too, this depends on the people at hand, and their skills. However, it should be noted that starting from the scratch is very difficult without outside help. The individual

units should share information of what they have done, how, and with what kind of results. Then, if there has been success, more of these units should be founded and step by step the knowledge and the growth hacking mindset would spread in the organisation.

### 5.8 Growth hacking goals for large Finnish companies

Mentioning specific goals for growth hacking was relatively difficult for the interviewees. Partly this is because some of them were just starting with it. Partly it can be because growth hacking is a mindset and the ultimate goal is obviously growth, then, also obviously, there are countless small goals like an open rate of an email campaign, for example. Thus, it can be difficult to think of the goals that are somewhere between these two. Moreover, part of the growth hacking mindset is to start doing things, testing, failing and starting again. The ultimate goal is there, but it might be hard to think about the mid-level goals.

### 5.9 What kind of results have the interviewee companies achieved with growth hacking

Overall, the results gained in the interviewees' companies were good. Actually, no one mentioned negative results. This is very reassuring for the future of growth hacking in large Finnish companies. Once again, it is important to notice that some of the interviewees hadn't yet done growth hacking long enough to see the results.

Once again, it has to be reminded, that growth hacking is a wide entity, a mindset, to say. Because of this, it is difficult to say that certain results are the results of growth hacking. Good results can be achieved in all activities that are relate to growth hacking, but it's difficult to say whether growth hacking was accountable of those, whether it helped in achieving those or whether the results were like that despite of it. Also, if a company grows, it can't be stated that it's because of growth hacking. Moreover, as with any change, it takes time for the actions to change into results. This should be noted in all companies who are just implementing growth hacking.

### 5.10 How does growth hacking differ between industries and countries

The literature of growth hacking often refers to it being used in online businesses, e-commerce and SaaS products. However, it seems that it is already being used in other industries and even brick and

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mortar can benefit of it. But because of the nature of growth hacking methods, it is clear that online businesses in general are a better environment for it.

In general, the interviewees thought that there are only a few industries where growth hacking wouldn't be suitable or where it would be especially suitable. Many of the interviewees saw that it would be suitable in almost all industries.

There shouldn't be any major factors why Finland wouldn't be a suitable country for growth hacking. However, the interviewees didn't find positive aspects about Finnish environment compared to other countries. Although, the negative comments weren't that negative, it felt more like the interviewees just tried to figure out differences, and then ended up comparing Finland to "the best" in some aspect. Overall, Finland – with growing startup ecosystem, high level of digitalisation and high level of technical knowledge – should be as good environment for growth hacking as any developed country.

#### 5.11 What kind of future is there for growth hacking in large Finnish companies

Growth hacking is a relatively difficult term because people see it so differently, there is no clear inclusive definition of it, which would be easy to explain, and understand. Because of this, it's also difficult for people to predict what will happen to the term.

It was apparent that the interviewees believed that the growth hacking mindset is not going anywhere, but instead its usage will increase. However, the interviewees were not unanimous about what will happen to the term. It remains to be seen, will it stick, will the growth hacking work be called something else in the future, or will growth hacking become business as usual and then there might be no need for a specific term.

## 6. Conclusions

The first hypotheses for this thesis was:

H1: With growth hacking methods, large Finnish companies can serve their customers better and thus increase sales and grow faster.

Based on the findings above and especially on these statements:

*“I believe that growth hacking would definitely be smart in a large company, especially if you can find tools that support scaling the activities. When the actions are scalable, then it’s just about adding more money in to the engine.” (Buyer/leader 3, 2017)*

*“We are able to help our customers better because we know them better, either with help of machines or people.” (Buyer/leader 4, 2017)*

*“Growth hacking is practically user driven product development, and as a result better services are created.” (Consultant 1, 2017)*

*“Opportunities that growth hacking bring are obviously growing the company, then increasing market shares and faster differentiation from your competitors, if you start growth hacking before them. Also, finding places for growth in more traditional industries.” (Consultant 2, 2017),*

hypothesis 1 can be considered as verified.

The second hypotheses for this thesis was:

H2: Growth hacking in large companies differentiates from startups but the mindset needed for it, is the same.

Based on the findings above and especially on these statements:

*“For me, growth hacking is the mindset.” (Consultant 2, 2017)*

*“Yes, I pretty much agree. Especially the mindset is important in a large company, maybe the most important element.” (Expert 1, 2017)*

*“I wouldn’t directly say that small companies are better in growth hacking, it’s more like a generally missing mindset.” (Consultant 1, 2017),*

hypothesis 2 can be considered as verified.

This leads to the result of considering the research question “Is growth hacking suitable for large Finnish companies and if it is, how could it be implemented and executed?” to be answered as follows.

Growth hacking mindset is suitable for large Finnish companies. Growth hacking methodologies are suitable for large Finnish companies in general. However, the methods used, should be considered case by case, since not all methods are suitable for all companies. Growth hacking can be implemented in large Finnish companies with the use of inner startups or other small groups, who have a mandate to work with growth hacking methods and mindset. Then step by step, success stories and the mindset should be distributed in the organisation.

The purpose of this thesis was to clarify what growth hacking is in general, and then in large Finnish companies. Furthermore, this thesis tried to answer to the question, whether growth hacking is suitable for large Finnish companies, and if so, how it should be implemented and executed. These goals can be considered to be achieved.

The literature review provides a good overview of what growth hacking is in general. However, there was very little academic papers to be found about the subject, and thus the literature review has its clear weaknesses.

The interview research made for this thesis, managed to display an overview of what growth hacking is in large Finnish companies, is it needed and how it could be implemented. On top of this, many other interesting aspects of the subject, were discussed thoroughly in the findings.

However, the study didn't find an inclusive conclusion into what growth hacking is in real life in large companies. A lot of data was collected of this, but solid conclusions were not found. This is perhaps due to the fact that growth hacking can be so many different things, that there should have been more interviews, or longer interviews to grasp this aspect thoroughly.

Moreover, not all interviewees had extensive experience from growth hacking in large companies and the interviews failed to provide clear unanimity on some of the aspects. Because of this, the results in this thesis can't be taken as undisputed truths, but merely as the conversation opener of growth hacking in large Finnish companies.

## 6.1 Future research

This thesis has managed to give answers to most of the questions it was supposed to. However, there was one aspect that was left without a proper conclusion. Moreover, the subject, growth hacking in large companies, is one that hasn't been academically researched before. Thus, there are multiple interesting aspects for future research.

Based on this thesis, growth hacking is something that will become more popular – with that name, or some other name – in large companies in Finland. It is a mindset that, more often than not, yields good results, through effective, smart and creative work – done in small or large companies. There is great potential in using growth hacking in large companies. But growth hacking mindset can vary so much from the status quo in large companies, that they need some proof of its usefulness, and of what it really means for them. Because of this, future research could greatly help growth hacking to be more popular in large companies.

This thesis has given information about many of the aspects of growth hacking in large Finnish companies. But because of the small sample in the interview study, more evidence is needed to back up the results of this thesis, or to turn them over.

Here is a list of possible subjects for future research:

- How is growth hacking done in large companies?

- How can growth hacking be implemented in large companies, with the help of inner startups?
- How can growth hacking be “sold” inside a large company?



## 7. Limitations

### 7.1 Validity

The literature review for this thesis had some limitations. The most important limitation was that the author couldn't find peer-reviewed academic literature on the subject. Moreover, the literature that was found focused mostly on startups and not large companies. , Also, the literature found didn't address Finnish market in particular.

The explorative study in this thesis is based on in depth one-on-one interviews. The interviewees discussed their personal (or their employer's) views about the issues. Because of this, the results in thesis are not applicable as overall truths, but instead the results should be considered as opinions or viewpoints of the studied group of individuals.

Moreover, there were only eight interviewees, and because of this it is inexorably a too narrow view to make absolute conclusions. Also, despite the fact that the interviewees were anonymous, and stated that they were giving their own opinions and not the company's ones, it is still naturally possible that there might have been issues where the interviewees felt that they couldn't say exactly what they wanted, or they had to left something unsaid. Lastly, it might have affected to the perceptions of the interviewees, that the study was conducted to a company, that might be a competitor or possible future service provider for the interviewees' companies.

### 7.2 Repeatability

The research was conducted as an explorative study. Because of this there was no necessity for robust sampling methods. Some of the interviewees were selected from the authors personal networks. The interviewees were selected with one excluding factor, the interviewees' companies weren't allowed to be current customers of Avaus marketing innovations. This was because Avaus wanted to get information that was totally new to them. Because of these reasons, the sample of interviewees does not represent a random sample.

The interviewees came from very different backgrounds with very different level of knowledge and experience in growth hacking. Also, many different industries were represented and the companies

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operated in many different fields of business (e.g. consumer goods, logistics and media). Because of this, it might be relatively difficult to recreate a study with a similar sampling.

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## Appendix

### A. Interview guide

#### Background questions:

1. Company size (employees & annual revenue)?
2. Industry in which the company engages in?
3. Size of your marketing function?
4. Size of the growth hacking function?
  - a. inhouse/outsourced
  - b. onsite/offsite
5. What is your role?
6. How long have you been working in marketing?
7. What kind of goals does your company have for Growth Hacking?

#### Interview questions:

- 1) How would you describe growth hacking?
- 2) How do you think growth hacking differs between start-ups and large companies?
  - a) On what do you base your opinion about these differences?
- 3) Do you believe that large companies need growth hacking?
  - a) Why/ Why not?
- 4) How do you think growth hacking can be done in a large company?
  - a) Why are these methods/ways of working especially suitable for large companies?

- 5) What kind of growth hacking methods is your company currently using? OR What kind of growth hacking methods is your company using with large customers?
- a) (Why are you not using the method x that you mentioned in the previous question?)
- b) What about in the coming one to three years? Do you have a roadmap /plan /guidelines for growth hacking?
- 6) Under what kind of circumstances should growth hacking be used in large companies? Under what circumstances shouldn't it be used in large companies?
- 7) What kind of goals does your company pursue with the help of growth hacking? OR What kind of goals do you pursue with the help of growth hacking, with your large customers?
- 8) Who is doing growth hacking in your company? Who is in charge of growth hacking? Who are involved in growth hacking?
- 9) What stakeholders are needed inside & outside the company in order to succeed in growth hacking?
- 10) How do you see the future of growth hacking in large companies?
- a) Why is that?
- b) Is your answer valid for all industries?
- 11) What kind of growth hacking methods (besides the ones you already use) would you next take into use? OR What kind of growth hacking methods (besides the ones you already use) would you next take into use with your large customers?
- a) Why these?



12) How do you think growth hacking is working in your company? OR How do you think growth hacking is working in the context of your large customers?

- a) What kind of GH methods have been most useful/successful for your company?
- b) How could it work even better?
- c) What are you doing well right now in growth hacking?

13) Why are your best growth hacking methods working so well for you? OR Why are your best growth hacking methods working so well for your large customers?

- a) How do you think these would work in other large Finnish companies?
- b) What is special in using growth hacking in Finland?

14) What kind of growth hacking methods would you not use in large companies?

15) How do you see the future impact of growth hacking in the context of large companies?

- a) possibilities
- b) risk

16) Personal experiences with growth hacking? (Ask for his personal view apart from the official company statement)

Example(s) of success or failure with growth hacking?

#### B. Quoted statements in the original language and translated into English

Mä oon yrittänyt hakea muitten mielipiteitä siitä ja tuntuu et se on niinku aika hajallaan se käsitys siitä mitä se on.	I've asked around for opinions about it and it feels that the perception about it is pretty dispersed."
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Must se on tota markkinointia, jossa on vähemmän rahaa ja enemmän älyä.	Growth hacking is marketing with less money and more intelligence
Käytännössä koitetaan kasvattaa yritystä sen avulla, että koitetaan löytää niitä efektiivisimpiä paikkoja missä koitetaan ratkaista ongelmia ja testaamisen kautta sitten löydetään niitä ratkaisuja siihen ongelmaan.	I see growth hacking as growing the company by trying to find most effective places where, with problem solving and testing, it is possible to find solutions to the problem.
Ehkä tiivistäisin sen et erilaisia kokeellisia kevyitä tapoja tavoittaa ihmisiä ja tavallaan saada niiltä ihmisiltä feedbackia tai saada se feedback looppi et meneekö tää läpi vai ei.	Growth hacking is about experimenting different light ways to reach people and get feedback from them, get the feedback loop that tells whether a certain thing is worth doing or not.
Joo, ehdottomasti oon samaa mieltä.	Yes absolutely I agree.
Se oli siinä. Tää on niinku just sen tyyppinen, allekirjoitan tosta kaikki niinku. Meidän sisäinen startup tarvitsee just noita kyvykkyyksiä ja tämä oli se syy miks tai minkä myötä me niinku löydettiin tän tyyppinen niinku nimittäjä näille kyvykkyyksillä jota me lähettii tähän rekryymään.	This was it. I agree with everything. Our inner startup needs exactly those capabilities and that is why we found this growth hacker term for the capabilities that we knew we needed.
Joo, kyl se tota ni, on hyvinkin tuttua, et se hienommin sanottu vaan.	That sounds very familiar, it's just said in a more polished manner.
Ja tottakai se niinku oikeaoppisessa maailmassa se varmaan niinku näin menis mut sit isoissa organisaatioissa monesti on sitten siellä kehityksestä vastaava ja markkinoinnista vastaava ja kaikkee muuta jolloin siitä niinku tavallaan tulee matriisissa johdettavaa ja sepä ei sitten välttämättä oookaan enää niin yksinkertaista.	I think that in an optimal situation, product development, marketing and everything would be included in growth hacking, but it's not that simple in large organisations.
Haastattelija: Tulkitsinko oikein, että näet growth hackingin huomattavasti laajempaan kuin vain älykkäänä digimarkkinointina? Haastateltava: Kyllä, joo.	Growth hacking is much wider than just intelligent digital marketing.
Ni meidän näkemys on et ei se oo vaan markkinointia vaan kyl se on se kokonaisuus.	We believe that growth hacking is not just marketing but it's a wider entity.
Haastattelija: Monet näkee sen pitkälti markkinointina. Ymmärsinkö oikein, että sä näät sen aika paljon laajempaan? Haastateltava: Se miten mä koen sen, ni se on paljon laajempaan.	I feel that growth hacking is a lot broader entity than just marketing.
Mut me ei lähetty siihen et me oltais niinku kähetty rekrytoimaan tätä growth hackeria tekemään vaan markkinointia, vaan, se todennäköisesti, tietysti omien kykyjensä mukaan, tulee vaikuttamaan meillä siihen koko asiakaspolkuun ja siihen, miten sen asiakaspolun myöhäisemmässä vaiheessa tullaan toimimaan.	We are not recruiting a growth hacker to do marketing but probably he or she will work with the whole customer path.
Et mun mielestä se on tosi iso kokonaisuus.	Growth hacking is a very wide entity.
Mulle growth hacking on se asenne.	For me, growth hacking is the attitude.
Mut mun mielestä se on niinku laajempi käsite.	In my opinion, growth hacking is a larger, wider concept.
Mut mun mielestä markkinoinnilla pitäis olla niinku paljon isompi rooli siinä ja kiinnostus niitä asiakaspolkuja kohtaan ja näin ei usein oo tällases isos yrityksessä, jossa markkinoinnilla saattaa olla aika perinteinen niinku markkinointiviestinnän rooli.	There is a lot more into growth hacking than just marketing. However, I think that marketing should have a bigger role in it still. It should have the interest for the customer paths and many times this is not the case in a large company, where marketing might have a more traditional marketing communications role.
Se ison kuvan tavote on kuitenkin lisämyynti, tai niinku myynnin kasvattaminen mitä siin tavotellaa, toki markkinoinnin ja data-analyysin keinoin .	The big picture is increasing sales and it is done with marketing and data-analysis.
Niin sehän voi olla et markkinointi muuttuu siihen suuntaan ja sit ei enää puhuta growth hackingista, puhutaan vain et näin on hyvä tehä markkinointia.	It can be that marketing moves into the direction of growth hacking and eventually people don't talk about

	growth hacking but just that this is a good way to do marketing.
Haastattelija: Mulla jäi vähän sellanen kuva et pääosin sä puhuit kuitenkin markkinoinnista. Ymmärsinks mä oikein et se on pääosin niinku markkinointitekemistä? Haastateltava: On joo, kyllä hyvin pitkälle.	Growth hacking is a lot about marketing.
Se on paljon markkinointi, jos multa kysytään. Mut sit tietysti siihen vaikuttaa se et mistä tulee, ja mä näen sen markkinoinnin nimenomaan sinä keinona tehdä gh:ta.	I feel that growth hacking is a lot about marketing but I see marketing as a mean to do growth hacking.
Haastattelija: niin onks sun mielestä tällanen digimarkkinointi iso osa growth hackingia vai ei? Haastateltava: Sanotaan näin et se on tahallinen tai tahaton sivutuote.	I would say that marketing is a deliberate or in-deliberate by-product in growth hacking.
Mulle se on enemmän uskonto, et vitsi on siistiä kasvaa ja me halutaan kasvaa.	For me, growth hacking is more like a religion with an ideology that it's really cool to grow.
No käytännössä se on growth hacking niinku käyttäjälähtöistä kehittämistä, kyllähän siinä on aina lopputuloksena parempi palvelu käyttäjälle.	Growth hacking is practically user driven product development and as a result better services are created.
Mä oon mukana yhes kielenoppimisapplikaatiossa, niin kyl siel puolet siit growth hackingista on, et koko ajan pyritään kehittää siitä sovelluksesta parempi.	In one app that I'm working with, growth hacking is simply just making the app better.
Meidän täytyy saada riittävän paljon asiakkaita just siltä maantieteelliseltä alueelta siten, et ku se verkkoinvestointi aloitetaan.	We need to get enough paying customers before we start building fiber network into a certain area.
...ja sit se on enemmän sitä Lean maailmaa. Ei ei mitään hirveitä prosesseja vaan tapa tehdä.	Growth hacking is more like the Lean world, no massive processes but more the way of doing.
No se tarkoittaa sitä, että siitä syntyy dataa. Koska silloin jos puhutaan digitaalisesta maailmasta niin väistämättä, tai toivottavasti, syntyy dataa. Ja se data pitää saada läpinäkyväksi organisaatioon, niin että muutkin pääsee sitä dataa hyödyntämään. Vieläpä niin että syntyy analyyseja ja johtopäätöksiä ja menestystarinoita, joita voidaan monistaa ja jakaa organisaatiossa.	Growth hacking creates data. In digital world data is created inevitably, well hopefully at least. That data needs to be made transparent for the whole organisation so that others can take advantage of it too, moreover, in a way that analyses, conclusions and success stories are created and these can be multiplied and shared in the organisation.
Haastattelija: Eli niinku kokeellisuus ja testaaminen on vahvasti siellä? Haastateltava: Joo	Experimenting and testing is strongly present in growth hacking.
Mut jos puhutaan markkinoinnista niin kyl se mun mielestä on se juttu, mikä on nois Lean Analytics kirjassakin hyvin kuvattu hyvin se juttu, et sul on niinku setti, et nää niinku kanavat tuo liikennettä, sit siel on tyyliä niinku LinkedInista ja affiliate markkinointi ja SEO ja kaikki. Ni se juttu on vaan et sä pääset kokeilee niitä kaikkia ja sit sä löydät mikä niistä toimii parhaiten ja sit sul muodostuu se setti, et tässä bisneksessä toimii haku ja Facebook ja tällainen uudelleenmarkkinointi setuppi.	In my opinion you have your channels, you test them all and the you know what works for your business.
Meidän täytyy löytää sellasia out of the box keinoja millä me pystytään tavoittamaan ihmisiä.	We need to find "out of the box" methods to reach people.
Ja jos me saadaan automatisoitua se koko palveluprosessi, chatbotin avulla, machine learningin avulla, artificial intelligencen avulla, markkinoinnin automaation avulla, asiakasanalytiikkaa käyttämällä, erilaista potentiaalisuusscooraamista käyttämällä ulkopuolista dataa mitä me syötetään nyt meidän asiakastiedon sekaan, missä me nähdään et onks se saanut Tekes apurahaa tai muuta kiinnostavaa meidän kannalta niin me pystytään rakentaa sellasta markkinointia ja sellasta sisältöä minkä avulla se Aki pääsee sen kauppansa perustamaan, on meihin heti	If we can automate the whole service process with the help of chatbots, machine learning, artificial intelligence, marketing automation, customer analytics, different potential scorings and outside information, we build that kind of marketing and content which helps the small entrepreneur in the beginning and then get to them when their company is larger and thus suitable customer for us.

asiakassuhteessa, jolloin me ei menetetä sitä Akia, että me ollaan niinku ”koppavia”, koska Aki ei ymmärrä sitä et meidän on liian kallista palvella häntä.	
Ku se perinteinen tapahan on niin et se markkinointijohtaja, me myydään ja sen pitäis olla se strategiaymmärrys, mut ku ei sil oo. Ei niil oo, jotka on siellä, sitä growth hackingii tai tñ tyypistä ajattelua.	Traditionally there is a marketing director and we sell to her and she should have the strategical understanding but she doesn’t have it, they don’t have that growth hacking mindset.
...ja sit se mindsetti et hei et nyt mul on joku uus kanava, ”Snapchatil voi mainostaa Euroopassa”, ni sit pitää kyl kokeilla. Ei saa sanoo et mä en usko et se toimii.	You have to have a mindset to experiment different things, you have to try, you can’t just say that it wouldn’t work.
Mutta tota ei meillä sellasta roadmappia varsinaisesti oo että se on just tää mindsetti että mennään koko ajan vaan paremmaksi.	We have a mindset of continuous improving.
Joo kyl mä aika samaa mieltä. Just toi mindset, tällases isossa yrityksessä varsinkin, se on ehkä siis tärkein elementti.	Yes I pretty much agree. Especially the mindset is important in a large company, maybe the most important element.
Kyllä se mun mielestä on ihan tärkeä, että toi on niinku, mä en ihan niinku, se tuntuu aavistuksen vieraalle se growth hackingin liittäminen tohon niinku mindsettiin . Tai esimerkiksi mä puhuisin niinku yrityskulttuurista tai tavasta tehdä hommia.	It doesn’t feel familiar to me to connect the mindset into growth hacking. I would rather talk about company culture or a way of doing things.
Haastattelija: Mitä se sun mielestä tarkoittaa tossa sanassa se hacking puoli? Haastateltava: Se on sitä, että nimenomaan sä, se on sitä niinku dataa. Se on tavallaan se mitä just ei oo tehty aikasemmin.	I think the hacking means that it’s about the data and about understanding it.
Haastattelija: Mitä se sun mielestä tarkoittaa tossa sanassa se hacking puoli? Haastateltava: Ehkä se on sitä kokeilua, enemmän.	I think the hacker part means experimenting.
No se tarkoittaa just sitä aiemmasta poikkeavaa tapaa tehdä asioita. Et jos me ajatellaan, että aikasemmin sun on pitänyt tuntea se kohderyhmä ja sit sä oot tehny sen perusteella toimenpiteitä vaik suoramarkkinointia ja siihen on liittynyt se myyntiprosessi ni mä lähtisiin hakemaan sitä sen yrityksen brändin asiantuntemuksen kautta siten että kyetään luomaan niin mielenkiintoisia ja arvoa tuottavia sisältöjä et yrityksen, täs kohtaa mä puhun nimenomaan yritysmarkkinoinnista, hakeutuvat sun pariin. Et mennään alueille niillä sisällöillä mis ei olla aikasemmin oltu. Ja mennään medioihin joilla ei olla aikasemmin oltu, mennään piireihin missä ei olla aikasemmin oltu.	I believe that the hacking part means deviating from the way things have been done. I see it as creating so interesting and valuable content that people come to you, and with those contents going into new territories, new media and new networks.
Me tehdään niinku aika systemaattisesti sosiaalista mediaa.	We use social media systematically in growth hacking.
Just se testaamisen kulttuuri myös kanavissa ja sielt alaspäin on mun mielestä tosi keskeistä.	Culture of testing is very important.
Itseasiassa kyl se hirveen hyvin sopii tällaseen niinku perinteisempäänkin yritykseen.	Growth hacking fits well in a traditional organisation like ours.
....tuotteita pitää uudistaa koko ajan niin kyl se aina lähtee hyvin, hyvin niistä growth hacking tekniikoista.	We have to renew our products all the time and it starts well with growth hacking techniques.
Ja me ymmärretään täs meidän tiimissä se, että sellasilla oikeessa paikassa tehdyillä fiksuilla jutuilla voi tñ päivän markkinoinnin hälinässä saavuttaa huomattavasti parempia lopputuloksia kun sillä et me vaan kuulutetaan isosti jotain viestiä tonne	We understand that with smart things, done in the right place, you can achieve a lot more in this current marketing buzz, than with just shouting your message out there with a large budget.”
No mä mietin sitä vähän niinku tñ meidän keissi näkökulmasta ni siis meillä tñ kuuluu se et me joillain mielekkäillä tavoilla löydetään liidejä ja	In our case, growth hacking means that we have smart ways to find leads, we can identify those leads and build

pystytään niitä tavalla tai toisella, tunnistetaan ketä ne on, minkä tyyppisiä ihmisiä ne on, me pystytään jollain lailla ennen sitä myyntityön aloittamista jo jonkinlaista analyysiä siitä mihin segmenttiin se liidi mahdollisesti kuuluu, ja löydetään niitä tapoja lähestyä sitä liidiä siinä vaiheessa ku me aloitetaan se varsinainen myyntityö niin sillä oikeella tavalla ja oikeella kullalla.	segments before the actual sales work and then we can find the right ways to contact the leads.
Mä oon sillee ylpee niistä jutuista mitä me tehtiin niinku pioneerina Nextissä ja sit kiihdyttämöissäkin, ni mä nään niit samoja elementtejä on nyt niinku käytössä. Esimerkiks vähän aikaa sit julkastiin meidän nykyisest mobiilipankista tavallaan beta versio asiakkaille et ne pääsee kokeilee.	I'm proud that those things that we did with our inner startup, I can now see the same elements being used in our company. For example, we launched a beta version of our mobile bank so that they can try it.
Mut sit tietysti et jos ajattelee et mä voin vaan viitata lyhyesti et täällä toki tän tyyppistä toimintaa on muuallakin, meil on tosi paljon tällöisiä verkkopalveluita, esimerkiksi etuovi ja autotalli tyyppiset, joissa sitten vähän eri tyylistä, ne ei kutsu sitä growth hackingiksi mut meillä tässä mediassa on tehty tätä kolmisen vuotta tällä tyylillä.	Here in the media (department) we have been doing this for three years, we have this kind of activities elsewhere in the company but they don't call it growth hacking.
Just growth hacking tiimissä se on hyvä esimerkki et yritetään et ei oo siiloja.	We try to prevent silos, so that all departments would work together.
Ni siinä mä nimenomaan ku erääl tavalla meen niinku myymään ni se niinku pitchi erääl tavalla voi sanoo et se on niinku growth hackingia vaik ei siin luku missään.	We have done growth hacking for our customers even though we haven't called it growth hacking.
Ni sillen mä muotoilin sen niin et okei ensimmäinen kuukaus me katotaan et mitkä markkinointikanavat teil on käytössä mitkä analytiikkasetupit, mitkä työkalut. Käydään ne läpi. Sit mä jeesaan sen kans et laitetaan ne kondikseen tai otetaan tarvittavat työkalut käyttöön. Sit toinen kuukaus on et me aletaan optimoimaan niit kanavia ja kattoo et mikä toimii. Sit kolmas kuukaus, et me yhdessä sen markkinointijohtajan kanssa, mä jeesaan sitä tekee sen markkinointisuunnitelman ja se tulee sen datan perusteella et mikä toimii.	With one of our customers we did it like this. First month we check the current state of marketing channels, analytics and tools and then we help with putting those in order. On the second month we start optimising the channels. Then on the third month we do a marketing plan based on data with their marketing director.
Kyl me ostetaan alihankintana tiettyjä asioita .	We use subcontracting in certain things.
Me ollaan pieni startup tiimi, jolla se liiketoimintavastuu on ihan siinä nenän edessä. Meidän täytyy saada myytyä ja me ollaan todella läsnä siinä mitä kaikki toimenpiteet maksaa ja meidän täytyy osottaa et nää asiat toimii, ja tarkoittaa sitä et meidän markkinointibudjetti on todella pieni.	We are a small startup team and we have our business responsibilities right there in front of us. We need to get sales, we are very aware of what certain activities cost and we need to prove that these things work, all this means that our marketing budget is very small.”,
Tää on loppujen lopuks osaamisen kannalta aika monipuolinen kombinaatio.	A growth hacker needs very diverse skills.
...tän ongelman ratkaisemiseen halutaan löytää sellanen henkilö, joka nää meidän liiketoiminnasta lähtöisin olevat tarpeet pystyy yhdistämään erilaisiin menetelmiin toteuttaen digitaaliset maailmassa juttuja mitkä on tehokkaita, sellasilla kohdennuksilla mitä on käytettävissä...	We are looking for a growth hacker who can connect our business needs into different methods and execute actions in digital world, with the available target groups.
...ni sellanen peruskäsitys pitää olla että osaa ostaa palveluita.	You don't have to know how to code but you have to have a basic understanding of it so that you can buy services.
Ja sit sul on hyvä olla se verkosto, et okei toi osaa ton tehdä ja näin.	You need to have the network so that you know who can do the things you can't.

<p>Niinku tommoseen growth hacking palettiin kuuluu et sä tunnet kaikki kanavat ja voit kattoo ne läpi et mikä niist toimii ja sopii tähän, myös työkalujen osalta, varmaan siin aika usein on mukana myös A/B testaus</p>	<p>Knowing all the channels and tools, many times also A/B testing, in my opinion those belong into a growth hacking palette.</p>
<p>Myös se growth hackeri ni niit voi olla eri taustaisii et sun ei tarviikkaan osata kaikkea ite mut sun pitää tietää mitä pitää tehdä.</p>	<p>Growth hackers can come from different backgrounds, they don't all need to know everything.</p>
<p>Haastattelija: Do you believe that large companies need growth hacking? Haastateltava: Joo, kyl mä uskon, että on.</p>	<p>Yes, I believe that there is a need for growth hacking in large companies.</p>
<p>Eihän ne välttämättä tarvii , mutta jos mä määrittelen enemmän niin kylhän se tulee siitä, ihan niinku omistajista. Mikä taas on suuri ero suomalaisissa omistajissa jos katsoo vaikka ruotsalaisia, niin on se kasvuhalu. Niin jos on halu kasvaa ja sit sä oot niinku et miten me voidaan kasvaa, ni pitää vaan tehdä niinku nopeemmin ja ”nyt on ikkuna auki ja pitää kansainvälistyy” ja sit se on tapa. Mut kylhän sä voit myös tehdä sillee ”et pysytään täällä”, no okei huono esimerkki, mut aatellaan vaikka Kesko, Kesko pysyy Suomessa, sil on verkkokauppa täällä ja ei oo ajatuksia lähtee ulkomaille ja tuntuu et ei oo niinku tarvetta kasvaa, ja kylhän sä voit tehdä myös niin. Et eihän yritys tarvii sitä, mut se on vaan yks tapa kasvaa.</p>	
<p>Isoissa firmoissa ylipäättään, ni varmaan niissä kasvlähdöissä aivan varmaan on paikkansa, mut sit jos se on perus bisnestä perustekemistä niin onks siellä sit sellasta selkeätä merkittävää hyötyä tän tyyppisestä tekemisestä niin näkemys ois et ei välttämättä.</p>	<p>Growth hacking can have its place in various new individual or single growth projects but my view is that there might not be a clear benefit of it in the regular basic business of a large company.</p>
<p>No ilman muuta se on niinku järkevää, koska just tämmöset niinku keinot ja menetelmät mitä voidaan tehdä kustannustehokkaasti ja sinne löydetään työkaluja mitkä tukee myös sen toiminnan skaalaamista ylöspäin niin nehän on sellasia, kun sitä koko liiketoimitamallia rakennetaan, niin jos siihen liiketoimintamalliin saadaan niitä helposti skaalautuvia elementtejä mukaan niin siinä kohtaa kun koneeseen lyödään, tai siinä kohtaa ku se tekeminen saadaan sellaseks et se on skaalautuvaa niin sit se on kiinni siitä et lyödään toisesta päästä rahaa koneeseen ja laajennetaan mittakavaa.</p>	<p>I believe that growth hacking would definitely be smart in a large company, especially if you can find tools that support scaling the activities. When the actions are scalable, then it's just about adding more money in to the engine.</p>
<p>Haastattelija: Miten uskot, että growth hacking, niinku että minkälainen impakti sillä on suurien yritysten kontekstissa. Haastateltava: Mitä digitaalisempaa se liiketoiminta on, niin sitä suurempi merkitys sillä on. Jos liiketoiminta on digitaalista, niin kuin esimerkiksi meillä, niin se taistelu on koko ajan kovempaa ja sikäli tän homman hanksaaminen ja kilpailukykyisenä säilyminen on tosi tärkeä.</p>	<p>In digital business, the competition is harder all the time and because of that growth hacking is very important.</p>
<p>No sit toinen on, et ihmisten käyttäytyminen muuttuu näistä syistä ihan koko ajan, ihmisistä tulee koko ajan enemmän tietoisia siitä mitä ympärillä tapahtuu ja mitä maailmassa tapahtuu, asiakkaat on entistä enemmän kuninkaita, jotka itse haluavat päättää omat asiansa, mistä ostaa, milloin ostaa minkälaista mainontaa mä haluun nähdä ja mitä en, ja mun mielestä growth hacking antaa siihen mahdollisuuden, että sä pystyt tekemään huomattavasti kohdennetumpaa, sua kiinnostavaa mainontaa.</p>	<p>Customers' behaviour changes and they become the kings. Growth hacking gives an opportunity to make better targeted marketing.</p>



Haastattelija: Sitten vähän niinku toistepäin eli miten sanoisit omin sanoin, että minkä takia isot yritykset tarvitsis tällasta gh tyyppistä tekemistä? Haastateltava: Ehdottomasti sen takia, että jos ajatellaan ylipäätään verkkotekemistä tai et testataan verkossa erilaisia toiminnallisuuksia tai ohjataan eri funneleissa, niin siihen tää maailma on vaan niinku mennyt, dataa on niin paljon et et sä pysty sitä enää hallitsemaan niinku käsipelillä. Isot organisaatiot enenevissä määrin jos ajatellaan niitä asiakkaita, niin asiakkaathan aloittaa kuitenkin sen ostoprosessin tai jonkun muun verkossa. Ni tottakai sen yrityksenkin pitää olla siellä verkossa ja kehittää sinne mahdollisimman hyviä metodeja.	Large companies need growth hacking, because the world has just gone online and there is so much data, that you can't handle it manually. When customers are online, the companies have to be there too and they have to develop best possible methods to work there with.
No kyllä just se, että kasvatetaan sitä yritystä systemaattisesti ja se koko mindset just, että halutaan sitä kasvua niin se saattaa olla hukassa.	For some companies, the mindset that you want growth might be lost.
Sit jos siihen ois sellanen metodi jota ne oikeesti pystyis soveltaa, millä tavalla voitais testata ja todeta että joku t oimii ja tehdä sen avulla niitä päätöksiä. Sen sijaan että tavallaan vaan tehdään joku suunnitelma, että tänä vuonna tehdään näitä ja näitä asioita ja katotaan miten käy.	It would be good if large companies had a method that they could actually act on, meaning they could make decisions based on testing, instead of making a plan and hoping for the best.
Tietyt toimintatavat ja niinku tommonen tekemisen malli niin se vaan on niinku arkipäivää. Et ei tavallaan ilman sellaista, jollain asteella, jos tässä haluaa markkinoida niin tuu toimeen.	In some level, we can't get along in marketing without it (growth hacking).
Sit mun mielestä niinku tämmösen growth hackerin pitäis päästä kokeilemaan hurjiakin juttuja, ja se vaatii oikeestaan vaan sen et on oikeanlainen ympäristö ja asenne, ja sit et tietojärjestelmät ja ne kaikki työkalut, sul tarvii kuitenkin olla ne kaikki digitaalisen maailman työkalut, sul täytyy olla tapa löytää liidejä, nurturoida niitä jollain fiksuilla tavoilla käyttää siihen facebokkia, retargetoida mahdollisesti, jos sul ei oo mitään järjestelyjä jotk a mahdollistaa tän ni se jää aika vajaan ja jos se jää niinku ajattelun tasolle tämmönen growht hacking homma niin mitä se oikeestaan on, ei ehkä mitään, koska se vaatii aina siihen sen prosessin ja työkalut tuekseen ja kyl voi, ainakin niinku meidän yrityksessä uskoisin et tässä vaiheessa sen pulttaaminen niinku tohon kylkeen noin niinku irrallisena tekijänä niin se on aika niinku mahotonta. Et varmaan niinku lähtis paremmin pyörimään sellasissa organisaatioissa missä tekeminen on jo organisoitu tällasiin pieniin tiimeihin, itsenäisiin tiimeihin, mitkä vastaa siitä omasta tekemisestä ja liiketoiminnasta ihan alusta loppuun saakka.	A growth hacker need all kinds of digital tools, she has to have a way of finding new leads, she has to be able to nurture those leads with smart ways like Facebook and retargeting. If she doesn't have those arrangements ready, then growth hacking is incomplete. And if it stays merely in thought level, then what is it really, maybe nothing. Growth hacking needs the processes and the tools, without them I believe that implementing it as a separate action is pretty much impossible, at least in our company."
No yrityskulttuuriin vaikuttamalla, että sallitaan tällanen yrittäjähenkinen yrityskulttuuri et on olemassa prosesseja joita noudatetaan, mut ne ei oo sellasia et ne tukehduttaa ihmisten tekemistä et semmonen niinku semisalliva vai miten sen nyt sanois.	By affecting to the company culture so that it would allow this kind of entrepreneur minded culture where there are processes that are being followed, but those processes don't suffocate the work.
Sitte pitää olla niinku selkeet sävelet myös siihen et kuka vastaa mistäkin osasta tätä prosessia.	It has to be clear that who is in charge, of which part of the process.
...ei oo mahdollista et on konsernin keskitetty growth hacking toiminto, jota konsernin keskushallinnosta käsin säädellään. Vaa se on nimneomaan niin että sellaset ihmiset jotka siitä on innostunut tarttuu siihen ja tarttuu ehkä huolimatta mistään konsernin säännöistä.	I don't believe it's possible to have a concern's centralised growth hacking function that is controlled from the central administration. Instead there should be people who grab onto it, maybe even despite the concern

Et se vaatii siltä yrityskulttuurilta sellasta sallimista, että tämä mahdollistuu.	rules. So, it demands an allowing company culture for this to be possible.
Et varmaan niinku lähtis paremmin pyörimään sellasissa organisaatioissa missä tekeminen on jo organisoitu tällasiin pieniin tiimeihin, itsenäisiin tiimeihin, mitkä vastaa siitä omasta tekemisestä ja liiketoiminnasta ihan alusta loppuun saakka.	Growth hacking would probably work better in companies that have already been organised into smaller independent teams who are in charge, of their own work and business from the beginning into the end.
Haastattelija: No miten sitten jo leikitään et ois iso pörssiyritys jossa ei ois mitään estäviä rakenteita niin oisko silloin tällanen mitä te teette teidän yksikössä mahdollista isossa yrityksessä? Haastateltava: No varmasti se silloin ois mahdollista.	I believe that if there wouldn't be these constraining factors in a large company, then they could do growth hacking in a similar way that we do in our inner startup.
No varmaan se koko tuo siihen sen et ei oo yks tai kaksi ihmistä enää vaan se on niinku tiimissä tekemistä ja silloin se vaatii sen et kaikki ymmärtää mitä siin ollaan tekemässä.	In larger companies, there are not one or two people involved in growth hacking, but it's working in teams, and this requires that all people understand what is being done.
...niin siellä pitäis varmaan olla joku, joka ottaa vastuun siitä hommasta et on niinku se growth lead, joka sitten pitää sen paketin kasassa ja katsoo et mitä nyt kannattaisi tehdä tyypisesti.	There should be a person in the company who is in charge of growth hacking, like a growth hacking lead."
Et sitten taas tähän kysymykseen, välillä sit se ulkopuolinen kumppani ni niil on enemmän sitä rohkeutta tehdä niitä ratkaisuja kun taas sisällä ei välttämättä niitä aina kuskalleta tehdä. Se pitäis olla, kyl mä uskon et se vois toimii mut siellä pitää olla tyypit, jotka tietää mitä ne tekee ja pitää olla sitä uskallusta.	I believe that doing growth hacking in-house can work, but there has to be people who really know what they are doing and they need to have courage to really do things."
Koska siin ei oo mitään hyötyä tehdä niinku growth hacking toimintoja jos ei se sun oma organisaatio oo mukana siin hommassa.	There is no point in doing growth hacking, if your own organisation is not on board in it.
Mut varmaan se on mitä ylemmältä se lähtee ja on mandaatti niin kyl se, kyl mä uskon siihen.	It would be good to have a mandate to work with growth hacking methods and the higher from the organisation it comes, the better
Et pitää olla porukka, jolla on mahdollisuus poiketa niinku valtavirtatekemisestä ja lähtee hakee tällasii ennakkoluulottomia tai poikkeuksellisia tapoja ja niil pitää olla siihen mandaatti ja jos yritys sen sallii ni silloin tällainen gh mahdollistuu myös tämmösis isommiss organisaatioissa.	There needs to be a group of people who have the opportunity to deviate from the mainstream way of working and these people need to have a mandate to pursue these new open minded or exceptional ways. And if they have the mandate then growth hacking is possible in large companies too.
...niin se kaikki lähtee sieltä et johdon ja toimitusjohtajan ja kaikkien muitten pitää ymmärtää se maailma, et muuten se ei vaan yksinkertaisesti onnistu.	It all starts from that the executives, the CEO and all others must understand that world, otherwise it simply doesn't work.
Et tavallaan lähtee niinku siitä et on tavallaan markkinointi ja viestinnässä löytyy sit ihmisiä, jotka tukee sitä. Joissain yrityksissähän rakennetaan kontroleja mut täs pitäis olla myös ihmisiä, jotka sit enemmän niinku heittää bensaa liekkeihin ja antaa sitä luovaa, niinku tilaa sanotaanko näin.	There should be people in marketing and communications who support it, and also, there should be people who throw gas in to the flames and provide that creative space.
Sit nostamalla esiin onnistuneita tapauksia, joka rohkaisee sitten muita, niitä muita sieniä ja saarekkeitä kasvamaan, että ainakin noi tulee mieleen.	By highlighting successful cases, which encourages others to do the same.
Mut se et sä puuhastelet vaik siel markkinointi-tyksikön sisällä ni se ei niinku auta, vaan sun pitää saada näytettyä nimenomaan sille liiketoiminnalle tai myynnille, tai miksi sitä kussakin organisaatiossa kutsutaan, et "kattokaa nyt nää tulokset on tämmösiä tää helpottaa meidän kaikkien arkea".	Doing things inside your marketing function doesn't help. You need to show it to the business and sales functions that 'hey look these are the results and this will make all of our work easier'.



Mut sun pitää kertoa inspiroivia tarinoita, jonka jälkeen sä voit ajatella, että liiketoimintayksiköt jossain ni ne ehkä lähtee tekee niit asioita.	In order, to implement growth hacking into large companies, you have to tell inspiring stories and then other business units might hop on board.
Ja kylhän siel on pystyttävä näyttää ne bisneskeissit. Ja pienillä piloteilla ja muilla sit näyttää et tää homma toimii.	You have to be able to show the business cases. With small pilots, you can show that the thing works.”
Mun mielestä sellasia termejä ku pride spotteja, ryöväsin sen yhestä kirjasta. Mut tavallaan niinku pieni, jossain annetaan vähän sellasta niinku, miten sen sanois, rajatuissa paikoissa voi kokeilla jotain, ja sit niit hyviä kokemuksia tuodaan julki.	I think growth hacking could be brought into a large company with these so called pride spots, where in restricted places, it is allowed to experiment things, and then good experiences are communicated to the rest of the company.
No sillee et startupeissa sulla ei oo siellä niitä rajoittavia tekijöitä, perinteiden ja historian tuomia rasitteita	Startups don’t have restraining things that have come from traditions and history.
startupeissa sä voit lähtee siihen hyvin avoimena, et sul ei oo organisaatioita tai rajoja niitten välillä tai ei oo sitä historiataakkaa	Startups can start openly (with a clean table).
Toinen ehkä miinuspuoli startuppien puolella on se, että siellä lähetään myös siinä datankeruuksa ja muussa nollasta ja sit taas meillä löytyy sitä dataa kymmeniltä vuosilta	Startups start from the beginning with their data collection whereas large companies have a lot of data gathered already.
Mekin ollaan aika paljon tekemissä markkinointiosastojen kanssa niin jolla ei välttämättä oo sellasta tulosvastuuta siinä. Et se tavallaan puuttuu semmonen tuli perseen alla niin sanotusti siitä.	We work a lot with marketing functions in large companies and sometimes they don’t have responsibilities for the results, so they don’t have pressures in their work.
Et se on niinku tehty sillee et sen intressit keskimäärin sil markkinointijohtajalla, et ei se organisaatio oo tehty niinku et se kannustais ja sit se ei helposti lähe siihen vaan se pelaa safe ja saa markkinointibudjettia samalla tapaa.	The marketing director often plays safe and has different kind of interests compared to startups, the organisation doesn’t encourage experimenting and moving fast, it just isn’t made for that.
Sitte just puuttuu se yhteys sielt esim markkinoinnista sinne johonkin myyntiin tai johonkin et miten se vaikuttaa sinne kaikki asiat ja semmonen niinku, tottakai se on yks asia mitä niinku, mejän pitää koittaa tuoda sinne sitä ajatusmaailmaa mut se on ainakin yks haaste siinä.	Sometimes the connection from, for example, marketing to sales is missing and that’s a challenge.
Et niinku mä en usko sellaseen joko-tai maailmaan mun mielestä pitää pysty tekemään paitsi verkossa aktiivisia toimenpiteitä mut myös kaikissa muissa kanavissa. Et se on niinku laajempaa isoissa kuin pienissä organisaatioissa. Jolloin se markkinonnin kirjo tai markkinointiviestinnän on huomattavasti isompi ja se on myös huomattavasti vaikeempi pitää se pakka käsissä.	Large companies have much more marketing activities to handle than small ones, and due to this, it is also harder to control everything.
Saattaa olla jo esimerkiksi, mejän tyypisessä talossa pelkästään se jo, että meil on niin valtavat yleisöt niin sekin jo tekee sen et se on, se esimerkiksi datan käsittely on kallista. Se on ainakin selkee ero.	For example, our company has so wide audiences that handling the data is expensive, that is a clear difference between large and small companies.”
...ja sitten varsinkin isossa yrityksessä on usein esimerkiksi legacy järjestelmiä, jotka vaikeesti taipuu tän tyypiseen markkinointiin.	Large companies have legacy technical things which make it more complicated.
...esimerkiksi tekniset ratkaisut tulee olemaan hintavampia et se ei ihan toteudu se sellanen vähäkustannus asia.	Technical solutions can be pricier in large companies.
Mut onhan se yleensä paljon ketterämpää se touhu et siinä mielessä isoissa yhtiöissä sitten on se aikaresurssi	(In smaller companies) the work is more agile.
Sä et saa niinku muutoksii tehty viikossa ku on tottunu et se pitää viedä organisaatiossa, et se on niinku se normisykli. Et sit se on varmaan niinku joku tosi iso	You can’t make significant changes in a week in a large company. Change leadership should be implemented and people should have a mandate to do things.

muutosjohtaminen ja tapa saada tehdä, et lähtis tekee niinku erilailla.	
Haastattelija: Onks teijän tekemisiä pystytty yhdistää taloudellisiin tuloksiin? Haastateltava: ...kyl siin on tietty semmonen haaste et kaikessa ei pysty.	It is a challenge in growth hacking, that not all actions can be linked into financial results.
Ja sit tällaisissa säännellyissä, no tottakais muillekin toimialoille tulee sääntely, et miten sä pystyt niinku sen säätelyn kanssa elämään et sä pystyt kuitenkin tarjoamaan asiakkaille parhaita mahdollisia ratkaisuja.	In this kind of regulated business, well naturally regulation comes to other industries too, it is important how you can live with the regulation and at the same time serve best possible solutions to your customers.
Ja se on niinku meillä, voi olla et me ollaan vähän varovaisiiki siinä oltu, et tavallaan just ”suosittele”, et meillä niinku se markkinointi, et ”suosittele rohkeesti kaverillesi”, et sehän on just niinku sitä miten se leviää, ja meillä ei taas ehkä sitä oo vielä niinku keksitty et miten sitä voi tehdä isossakin yrityksessä. Et tietysti isolla yrityksellä on aina painolastia siinä, et on ihmisiä, jotka haluaa suositella isoa yritystä ja on ihmisiä, jotka ei halua suositella isoa yritystä. Ja voi muuttua niinku nopeestikin.	We haven’t quite found out how we could use referrals in a large company like ours. Large companies have the challenge that there are people who want to recommend large companies and then there are people who don’t want to do it.
No mä en oo ihan varma tosta, et siis varmaan tällasissa et tehään jotain uutta, niin siellä varmaan ton tyypiselle tekemiselle ja ajattelemiselle on selkee rooli. Mut mä en tiedä miten sit niinku isossa organisaatiossa, missä tekeminen perustuu semmosiin prosesseihin missä sä et pysty kovin helposti säätämään sitä. Niinku tällanen asioiden ja tekemisen testaaminen pienesti on tosi vaikeeta ku on joku iso juna, joka menee tiettyyn suuntaan.	I’m not sure how growth hacking fits into the normal work in large companies. When something new is being done, then it has its own clear role. But in large organisations where the work is based on processes that you can’t adjust, it might be hard. It’s hard to do growth hacking and testing in a small scale when the big train (the company) moves into a certain direction.
Nyt niinku ku mä ajattelen että niinku miedän organisaatiossa aikasemmin mä en oo tunnistanut et missään olis tällasta ajattelumaailmaa tai niinku tekemistä niin se johtuu varmaan siitä et se on hankala niinku sovittaa siihen isoon junaan.	Now that I think about it, the reason why I haven’t noticed this kind of mentality in our organisation is probably because it is so hard to adjust that into the large moving train (company).”
...ni jos sä tänne meidän yritykseen tuot tämmöstä, et hei täältä tulis growth hackereita, ni mihin ne laitetaan, ne laitetaan just sinne niinku, no tossa, meette tonne niinku markkinointiosaston kylkeen ja rupeette tekee vaan sitä markkinointityötä.	In our company, if you would bring here some growth hackers, they would be put into our marketing department to do marketing work.
Ja isossa yrityksessä onvaikee jalkauttaa vaikka 30 000 ihmiselle näitä tapoja.	In large companies, it is difficult to put into practice these kind of things if there are 30 000 people (in the organisation).
Mä nään siis, niinku sellasena isona esteenä esimerkiksi tässä mitä mä oon meidän yrityksessä tehnyt, et kun kaikki ihmiset ei välttämättä omaa samanlaista ajattelutapaa, sellasta niinku myynti-, markkinointihenkistä, sellasta asiakaslähtöistä tapaa.	I believe that structures of a large company will be a large obstacle for growth hacking.
	I believe that a large obstacle for growth hacking in large companies is that not all people have that same kind of sales- and marketing- and customer centric –mindset.
Kyl mun mielestä, nyt hyvin niinku yleistetysti, niin se mikä mulle tulee aina vastaan on vähän se et, siin isossa yrityksessä markkinointijohtaja on et ”okei, play safe, mä oon tääl neljä vuotta ja siirryn eteenpäin et nyt mä en lähe niinku tollaseen ja jos me kasvettais sikana ja tehtäis sprinteissä hommii, no, enemmän stressiä ja töytä mut sama palkka”. Et se on niinku tehty sillee et sen intressit keskimäärin sil markkinointijohtajalla, et ei	I’ve faced some challenges (working) with large companies having difficulties in changing the mindset.

se organisaatio oo tehty niinku et se kannustais ja sit se ei helposti lähe siihen vaan se pelaa safe ja saa markkinointibudjettia samalla tapaa.	
Sit on niinku yks juttu kans se, että helposti pelätään niinku lähtee tekemään sellasia asioita mitkä poikkeaa siitä mitä on nyt tehty. Sit mun mielestä niinku tällaisen growth hackerin pitäis päästä kokeilemaan hurjakin juttuja, ja se vaatii oikeestaan vaan sen et on oikeanlainen ympäristö ja asenne, ja sit et tietojärjestelmät ja ne kaikki työkalut, sul tarvii kuitenkin olla ne kaikki digitaalisen maailman työkalut	One challenge for large companies is that they tend to be afraid of doing things differently than what they are used to. In my opinion, a growth hacker should be able to try even fierce actions and that requires a certain kind of attitude, environment, information systems and all kinds of digital tools.
Tietysti pitääkin olla brändi ja sitä pitää isos yrityksen suojella eri tavalla.	Large companies have a brand that needs to be protected, that's a difference compared to startups.
Et startupilla on paljon enemmän mahdollisuuksia kokeilla sitä brändiä ja kukaan ei muist mitä se oli silloin ne kaks edellistä yritystä, koska niit ei kukaan huomannu.	Startups have a lot more opportunities to test their brand. No one remembers the last to tries because no one noticed those.
Et se on niinku ehkä haaste et miten tällaseen inkrementaaliseen tuotekehitykseen se growth hacking sujuu. Mikä siin pitäis olla se tulokulma.	It's a challenge that how do you fit growth hacking into incremental product development. What should be the angle?"
Yks sellanen haaste mikä mun mielestä on näkynyt isoissa yrityksissä on et meillähän on paljon inkrementaalista tuotekehitystä et ei olla uudella tuotteella et startupeissa saatetaan olla uudella tuotteella, lähetään niinku brändäämään se uutena, et yleensähan sä kerrot et kukaan muu ei oo tätä tehnyt ennen oli se totta tai ei.	One challenge for large companies is, that we have a lot of incremental product development meaning that we don't have a new product. Whereas in startups there can be a new product and it is branded as new."
Varmasti pystyy tekee paljon itsekin, et se vähän riippuu siitä, että jos osaamista ja tarvittava tekniikka ei oo kauheen monimutkasta niin kyl sitä pystyy tekee paljolti sisäisesti.	A lot of growth hacking can be done in-house if the technology is not too complicated."
Haastattelija: Jos koitat ulkoistaa itses teidän firmasta niin uskotko, että olis parempi et isossa yrityksessä growth hacking toimis täysin yrityksen sisältä vai, että siinä olis joku kumppani joka pyörittäis sitä? Haastateltava: Varmasti toimii sisälläkin.	It can definitely work completely in-house.
Et ehkä preferoisin tekemistä sisäisesti, koska silloin se on tarpeeksi nopeeta ja lähtee siitä et mitä se yritys oikeesti tekee.	I would prefer working internally because it's quick enough and it's based on what the company actually does.
Tai mun mielestä niinku on hyvä, että sulla on ulkopuolinen partneri tai ulkopuolisia partnereita, j onka kanssa sä voit sparrata.	It's good to have outsiders to spar with.
Mun mielestä ideaalitalanne et on joku yritys joka haluaa alkaa tekee growth hackingia markkinoinnissa ja sit se ottaa jonkun kumppanin johon se luottaa, sit ne alkaa tekee yhdessä ja ne yhdessä miettii et mikä funktio kannattaa nyt ottaa inhouseen, sit vaikka yhdessä palkataan joku henkilö tai koulutetaan ja se ulkopuolinen kumppani auttaa siinä, ja sit sanotaanko et tätä on tapahtunut kaks vuotta niin sit se sanoo se ulkopuolinen kumppani et hei et nyt meitä ei enää tarvita mut oo yhteydessä sitä ku tarviit sparrausta. Et se niinku siirtyy siihen inhouseen. Sit se inhouse, ison yrityksen tiimi toimii growth hackingmaisesti. Se on niinku varmaan kaikkien etu.	I believe that the ideal situation is where a company chooses a partner and they start working together and then they can hire and train a new employee to work with growth hacking. Then eventually, say, after two years the partner says that they are not needed anymore but let's be in touch if you need help and after that growth hacking is done internally. That is the best way to go for all parties.
Ilman muuta tarvitaan ulkopuolista apua.	Outside help is definitely needed.
...eihän meilläkään niinku kaikkeen rahkeet riitä eikö oo järkevää tehdä, ni on niinku sitten näitä mediatuloja ja	Well we can't do everything by ourselves, and it wouldn't be smart. If we want to do things bigger, then there are

<p>kaikennäköisiä niinku isompia ja pienempiä puljuja, jotka auttaa siinä, vaikka somenäkyvyydessä tai sit siinä niinku viestintään liittyvissä.</p>	<p>these media companies and all kinds of smaller or larger companies who help with it, for example in social media visibility or communications.</p>
<p>Kyl mä nään et ku meidän pitää kuitenkin asiakkaisiin pystyy vaikuttamaan. Ni sielt tulee sillon mainostoimistot, sielt tulee mediatoimistot, sielt tulee mediatoimistot myös sitä kautta et se vaatii yleensä niinku jonkinlaisia dataplatformeja erilaisii ostopäätöksiä ja muuta.</p>	<p>I believe that we have to be able to influence our customers. Because of that, in comes advertising and media agencies. Also, some kind of data platforms and various purchasing systems are needed.</p>
<p>Tarvitaan jonkinlainen johdon sponsori riittävän korkeelta organisaatiosta, joka itse uskoo siihen juttuun, ei oo aina itsestäänselvää eikä kovin helppoo löytää sellasta. Sit tarvitaan niitä digitaalisen maailman osaajia, et kyl mä sanoisin et se analyttikko on ihan keskeinen siellä, data-analyttikko, mielellään data scientist jos saa toivoo, sitte inbound osaajia ja markkinoinnin automaation osaajia muodossa tai toisessa ja varmaan pitäisi sanoa myyntiosaajia mut en mä sano.</p>	<p>We need a sponsor from high enough in the organisation, who believes into it, and that's not so easy to find. Then we need digital experts, I'd say that a data-analytic is right in the core, preferably data scientist, then inbound experts and marketing automation experts. And probably I should say that sales experts, but I won't say it.</p>
<p>Se vaatii viestinnän, se vaatii tietysti markkinoinnin mut ehkä se vaatii sit myös ylimmän johdon, koska he on kuitenkin, tavallaan heidän pitää tietää et me tehdään vaik tällasii uudentyylisiä tapoja saada ihmisiä, koska he tavallaan sit saattaa saada niit kysymyksiä ja sillon heidän pitää pystyy kertoo sitä tarinaa et joo näin me tehdään.</p>	<p>Growth hacking requires communications function, marketing function and maybe also the higher management because they need to know what we are doing because they are the ones who have to answer to the questions about what we do and they need to be able to tell the story of what we do.</p>
<p>Mun mielest toi on semmonen, kuten aika moni muu juttu, et sä voit osittain ulkoistaa sen tai tehdä jonkun kanssa yhdessä tai tehdä organisaation sisällä</p>	<p>You can partly or totally outsource growth hacking, you can do it in collaboration with someone or you can do it internally.</p>
<p>No varmaan just ainakin laajentuminen toiseen maahan ja uudet tuotteet.</p>	<p>For example, scaling in to a different country and new products (are suitable moments for growth hacking).</p>
<p>Must se sopii siihen et ku on ollu oikein kovat ajat ja se yritys on säästänyt ja höylännyt jokaikisestä funktiosta mistä on mahdollista ja se on viilannu sen prosesseja ja se on niinku koskenut niihin sen kustannuksiin koko ajan, et se on ku kuivan kesän orava ja mihinkään ei oo ollu varaa investoida. Ja sit ne miettii, et miten me päästään tästä alituisen säästämisen ikeestä niinku hakee uutta liikevaihtoa.</p>	<p>I think that a suitable moment for growth hacking in large companies is during tough times when the company has saved from everything and they try to get out from the savings spiral and get new revenue.</p>
<p>...niille tulee vaikka joku applikaatio tai jotain mikä liittyy siihen mut ei oo suoraan se tuote, ni sen lanseeraus.</p>	<p>For large companies who are not creating new products, growth hacking can be suitable when they launch new things that support their core products, like a mobile app for example.</p>
<p>Varmaan niinku löytyy kohtia jossa voi tollasta tekemistä niinku käyttää ja ehkä se on just et on olemassa olevia tuotteita, joita sit koitetaan ehkä uusien keinoin saada myytyä.</p>	<p>There probably are things where growth hacking can be used, maybe particularly when companies try to sell their current products with new methods.</p>
<p>Mä nään et se hyvin vahvasti liittyy et jotain uusia asioita, tuotteita, palveluita halutaan tehdä kehittää.</p>	<p>I feel that growth hacking strongly relates into the development of new products and services.</p>
<p>En mä nyt nää et se koskaan olis niinku huono vaihtoehto lähteä. Et se pitäisi olla niinku siinä repertuaarissa et tavallaan tukemassa.</p>	<p>I don't think it's ever a bad option. It should be in the repertory.</p>
<p>Mul ei kyl suoraan sanoen tuu mieleen mitään. Mä mietin sellasia asioita et jos sul on tunnettu tarkkaan rajattu, tunnistettu brändi, joka edustaa jotakin, ni ehkä sieltä vois tulla jotain rajoitteita.</p>	<p>Maybe if you have a widely recognised and known brand, then maybe there could be some limitations.</p>

No joo tottakai jos se (perinteinen markkinointi) toimii niin miks ei käyttäis sitä. Jos siitä saadaan tuloksia ja on sellanen tuote, joka vetoaa massoihin, niin se on hyvä vaihtoehto.	If you have a product that is for masses and traditional marketing methods work for you (then growth hacking is not suitable).
...ni on mun mielestä sellaselle perinteisellekin mainonnalle ja viestinnälle on oma kohtansa edelleen.	There is still a place for traditional advertising and communications.
Jos on varsinkin pörssiyritys niin tietynlaiset viestinnän struktuurit on vaan hoidettava.	(Growth hacking is not suitable for large publicly traded companies in their) certain kind of communications, which just have to handled.
Niin sanotaan et growth hacking niinku, voi olla, että se ei oo ihan kaikkein tehokkain, jos me tavoitellaan et jokainen suomalainen tietää et on Nettopäivät, niinku Stockalla Hullut päivät	Growth hacking is not the best option for mass marketing.
. Ehkä sitten täytyy muistaa et silloin se ei toimi, jos kohderyhmissä on paljo iäkkäitä ihmisiä esimerkiksi.	Growth hacking doesn't work for all target groups, for example for old people (who are not active online).
Ei mul tuu sellasta yksittäistä esimerkkiä mis ei olis tavallaan niinku hyvä.	I can't figure out a situation when it wouldn't be suitable.
	If growth hacking is seen just a way to grow and doing things differently then I don't see situations where it wouldn't be suitable for large companies.
: Riippuu tietysti toimialasta. Et kuinka MVP:llä sä voit niinku mennä ulos. Ja on tietyt odotukset. Et eihän me voida mennä niinku ei-toimivalla tai ei-turvallisella mobiilipankilla ulos.	(The selected growth hacking methods) depend on the industry. There are certain expectations. For example, we can't go out with a non-functional or non-safe mobile bank.
En mä usko et on mitään mikä ei soveltuisi, kunhan se on tehty hyvin ja mietitty, että mikä se meidän juttu on siinä.	I don't believe there is anything that wouldn't be suitable as long as it's done well and you have thought about what is the thing for you in it.
...mut voidaan testata jotain niinku et oisko ihmiset kiinnostuneita jostain tuotteesta jota ei välttämättä oo olemassakaan.	(For example, startups can) test whether there is interest for a product that doesn't even exist, maybe that kind of methods can be hard for large companies.
Ehkä jos on joku pienempi firma tai startuppi tai joku niin siinä voidaan rohkeemmin kokeilla hinnottelumuutoksia ja kaikkee tällasta. ... Mut ehkä ne voi olla vähän sellasia niinku hankalia isoille yhtiöille.	Small companies can more courageously test their pricing for example. But this kind of things can be difficult for large companies.
Mä väittäisin, että me ollaan kohtuullisen hyviä siinä.	I would say that we are pretty good at it.
...sit ku tää peli rupee menee niinku siihen suuntaan oikeesti niin uskon et tulokset on erinomaisia.	When people start to understand growth hacking, I believe the results will be excellent.
Kylhän se, että me jatkuvasti kehitetään näit asioita eteenpäin, me kehitetään meidän dataa ja kehitetään analytiikkaa niin kylhän se koko ajan vie meitä eteenpäin ja parantaa meidän konversiota ja muuta. Et tottakai tämmöset asiat näkyy niinku suoraan. Se mitä on vaikeempi mitata, on se mikä merkitys sillä on brändiin tai asiakastytyväisyyteen. Ne on vaikeemmin mitattavia, koska sit taas tällaset brändimielikuvat ja muut ei kuitenkaan muutu sormia napsauttamalla.	We develop these things all the time. We develop our data and analytics and it brings us forward all the time and improves our conversions. These kind of things, we can see directly. What is harder to measure is the impact on customer satisfaction and our brand. Those are harder to measure and the brand images don't change by snapping your fingers."
Mitä lähempänä kuluttajaliiketoimintaa niin sitä enemmän on tarvetta (growth hackingille).	The closer it is to B2C business the better.
No joo niinku aikasemminkin sanoin niin, b2c jutut missä niinku vaikka netissä myydään jotain palveluita, niin onhan niissä helpompi tavallaan päästä siihen alkuun	It's easier to get started for B2C companies who sell services online, but growth hacking is possible for B2B too if they sell something online.
...ne (yritykset), jotka kykenee sillä omalla alueellaan yllättämään positiivisesti niin en on aika hyvässä asemassa. Et jos ajatellaan vaikka meidän toimialaa mikä on logistiikka, joka on aika jähmee toimiala. Niin mikä olisi nyt tärkeämpää logistiikassa kuin ketteryys,	Those (companies) that can surprise positively in their own industry, are in a good position. For example, in our industry, which is logistics, being agile is the most important thing, however the companies (in this industry) are far from agile.



ei mikään. Ne kustannukset pitää olla kurissa mut sun pitää myös olla tosi ketterä verkkokaupan takia. Mut onks logistiikkayritykset, no ei hitossa oo.	
En oikein osaa suoraan sanoa, että tolle (toimialalle) se ei sovi.	Can't determine industries where growth hacking wouldn't fit.
Yleensä jos sä oot jotain myymässä, niinku haet kasvua, niin sillon growth hacking sopii niinku melkein mihin tahansa	If you sell something and look for growth then growth hacking suits almost all industries.
Mun on vaikee miettiä jotain julkista sektoria et mitä se siellä tarkoittais.	It's hard to think what growth hacking would be in the public sector."
On tiettyjä periaatteita mitkä toimii kaikille ja sitten on sellaisia yritys- ja toimialakoh taisia juttuja.	There are certain principles that work for all companies and then there are company- and industry special things.
...mut onks sit jotain sellasia missä ei tehtäis. Vähemmän techialat, ei nyt tuu mieleen...	Is there industries where growth hacking wouldn't fit, well maybe some non-tech industries but I can't think of anything else now.
Ja mä tiedän et se on vaikeempaa ku sä tuut pankkeihin, terveydenhuoltoon tai mihin tahansa missä se on tosi säänneltyä.	Growth hacking is harder in banking or medical industries or any other industries where there is a lot of regulation.
En mä tiedä kylhän se meidänkin toimialalle (pankki) sopii ... No tietysti sellanen missä puhutaan ihmisten turvallisuudesta ja asioiden turvallisuudesta niin niissä pitää niinku miettiä sitten.	I don't know if there are industries where growth hacking wouldn't be suitable, it works in our industry (banking) too. Well, maybe in industries where safety, people's or things', is important, there you need to think about it.
...tää uus tietosuojalaki EU:ssa (GDPR), niin se tulee olemaan niinku, merkittävästi vaikuttamaan markkinointiin ja siihen miten tätä asiaa voidaan tehdä, et tekee tavallaan rajoituksia siihen.	GDPR will limit marketing.
Se datan käsittely on yks (riski).	Handling of data is a risk.
Sit voi olla et keinot menee lopulta silleen et koko ajan pitää keksiä jotain hurjempaa et sä saat huomiota siinä valtavassa huutokaaoksessa.	It can be that in the future we have to go further and further to gain attention.
Mennäks sit jossain vaiheessa ihan yli laidan, mikään ei vaikuta mihinkään.	Seeking attention can go over board at some point.
Ehkä isoin haaste siihen tulavisuuteen kattomisessa on et me ei tiedetä et onks meil kännyköitä viiden vuoden päästä vai onks meil joku muu tapa kommunikoida ja mitä käy jollekin niinku tableteille...	Maybe the biggest problem in predicting the future is that we don't know (where the technology evolves in the future) do we have smartphones in five years or do we have an alternate way of communicating, what happens to tablets...
No sit toinen on, et ihmisten käyttäytyminen muuttuu näistä syistä ihan koko ajan, ihmisistä tulee koko ajan enemmän tietoisia siitä mitä ympärillä tapahtuu ja mitä maailmassa tapahtuu, asiakkaat on entistä enemmän kuninkaita, jotka itse haluavat päättää omat asiansa, mistä ostaa, milloin ostaa minkälaista mainontaa mä haluun nähdä ja mitä en, ja mun mielestä growth hacking antaa siihen mahdollisuuden, että sä pystyt tekemään huomattavasti kohdennetumpaa, sua kiinnostavaa mainontaa.	Customers' behaviour changes and they become the kings. Growth hacking gives an opportunity to make better targeted marketing."
Et se on ehkä sellanen seuraava trendi minkä mä näkisin et siinä niinku tuotekehitys meneekin enemmän tällaseen, kun isojen yritysten on vaikee tavallaan, ku me ollaan niinku viimeeseen asti hiottu se tuotekehityspotki ja se on toiminut tosi hyvin mones isos yritykset niinku näihin päiviin asti, mut sit tavallaan sehän myös tehokkaasti estää radikaalin innovoinnin, koska kaikki mittarit ja muut on rakennettu sen tuoteputken niinku ylläpitoon ja sen niinku maksimointiin. Ni mä uskoisin, et niinku seuraavina vuosina tällanen sisäinen yrittäjäyys on	I believe that the next trend is that the product development in large companies goes more into the growth hacking direction. That is because large companies have had this well thought and polished product development pipeline which has worked very well until these days but in a way, it also prevents radical innovating from happening because all the metrics and all have been built to maintain and maximise that pipeline. In the next couple of years, I believe that this kind of inner entrepreneurship is a way for large companies to get rid of

sellanen, millä isot yritykset pyrkii niinku pääsemään tavallaan irti siitä ja sit sitä kautta mä uskon et lähtee myös niinku growth hacking.	this, and I believe this makes growth hacking more common.
Haastattelija: Joo toi ois ollu sit seuraava kysymys et miten sä näät tän tulevaisuuden tämmöselle gh tyyppiselle mindsetille ja tekemiselle isoissa yrityksissä niin uskotko tosiaan et se vähän niinku vääjäämättä menee siihen suuntaan? Haastateltava: Uskon, uskon joo	I believe that the future is inevitably going into the direction of growth hacking like thinking.
...ja mä luulen et siitä (growth hacking) tulee entistä enemmän business as usual.	Growth hacking becomes business as usual in the future.
Niinku gh:stakin tulee sit ennen pitkää niinku standard operating procedure et käytetään et käytetään hysteerisesti niinku eri keinoja löytää kasvua.	At some point, growth hacking will become a standard operating procedure, a procedure where you hysterically try to find different means for growth.
...ja sen sijaan et se on uus tapa ajatella, niin siitä tulee normi tapa ajatella...	Instead of it being a new way to think, it becomes a normal way to think.
Mä nään ja mä uskon et, ainakin niissä organisaatioissa missä mä oon ollut, niin siit alkaa tulla niinku arkipäivää.	In the organisations where I have been, I see it's becoming business as usual.
Varmaan isoissa yrityksissä siit tulee niinku standardi siinä vaiheessa ku on keksitty joku seuraava growth hackingille niinku tuolla startuppien maailmassa mut kyl mä nään et varmaan niinku täs seuraavien vuosien aikana mun hypoteesi on et nää metodit yleistyy ja isot yritykset alkaa niinku just joko käyttää omalla nimellään.	I believe that growth hacking will become a standard in large companies at the moment when the next equivalent has been invented in the startup world. But I believe that in the coming years these methods become more common and large companies begin to use them with their own names.
Kyl se tavoitteena ois semmonen enemmän semmonen kumppani asema missä aina tasaisin välein istutaan alas ja mietitään mikä nytten on se paras optimointi mitä me voitais tehdä. Siinä sit se et just kokonaisvaltaisemmin niitä asioita miettisi kuin vain sitä sivuston optimointia just et sitä markkinointia esimerkiksi.	Our goal is to be more like a partner and meet our clients more often to discuss what should be done next. Also, we want to help our clients more comprehensively than just with the site optimisation."
)Ja tämän vuoden aikana osottautu et tää meidän juttu toimii , tää toimii pienessä mittakaavassa ja me saadaan meidän haastavat liiketoimitavoitteet täyteen.) Ja nyt ois sit aika mennä eteenpäin ja oikeestaan liittää tähän meidän sisäseen startuppiin semmosia elementtejä mitkä on niinku skaalattavissa.	Now that we have seen that this (growth hacking) works, it's time to move on and add scalable elements into our inner startup.
...tämmösiä ihmisiä, jotka ajattelee näin, on ne sitten millä tittelillä tahansa niin niitä pitää saada lisää.	In the future, we need to have more people who think like this, whether they are called growth hackers or something else.
Et mekin ollaan rakennettu niinku varsin vaikuttava raportointisysteemi, jolla me voidaan jo nyt tarkalla tasolla näyttää asioita mitä on tapahtunut tai tapahtumassa. Ja kun päästään sille tasolle, että kyetään ennustamaan ja ennakoimaan ja vaikuttamaan siihen mikä olisi parasta mitä voi tapahtua, niin siinä vaiheessa ku on sitä dataa ja tehdään päätöksiä sen datan perusteella ja menestyään, niin se on niin kovaa evidenssiä, että se sitten sallii näitten ajatusten levittämisen.	We have built a very impressive reporting system, which helps us show in a detailed manner what have happened and what will happen. When we get to the level where we can forecast and predict the future and (when we can) influence on the best possible scenario, when we have the data and we do successful decisions based on it, then we have the hard evidence, which allows distributing these ideas in the organisation.
No me ollaan nyt jo paljon muutettu tätä ajatusmaailmaa ja niinku sanoin, niin oon esimerkiksi palkannut uusia ihmisiä tohon meidän tiimiin... ..Et kyl me ollaan jo organisatorisesti paljon muutettu, et nyt meidän pitää vaan saada siitä koneesta mahdollisimman paljon irti ja edelleen tiivistää yhteistyötä meidän liiketoiminnan kanssa.	We have already changed our way of thinking a lot and hired new employees. Organisationally we have changed a lot, now we just have to get it all out of the machine and further improve our cooperation with our business function.

Meillä on tällainen hyvin ylätason roadmappi, mut kyl se melkein on sitä et lähetää kokeilee et mitä tästä syntyy.	We have this very high level road map for growth hacking but it's mostly just that we start trying and then we see what comes out of it.
Niin tän speksauksen ja muitten lopputulemana me saadaan siihen sitten myöskin jonkinlainen roadmappi et millä tavalla me odotetaan et sieltä lähtee nää tiettyt tunnusluvut kääntymään koilliseen.	Our roadmap for growth hacking comes through the specification of the tools that we will be using.
Haastattelija: Ymmärsinkö oikein et teil ei oo viel tässä vaiheessa tehty niinku roadmappii? Haastateltava: Joo	We don't have a roadmap particularly for growth hacking.
Ja täähän (growth hacking) on mahdollisuus todella vauhdittaa sitä (digitalisaatio) ja antaa sille uskoa.	Growth hacking is a possibility to speed up the process of digitalisation.
Mä uskon et se tulee vaikuttamaan sillä tavalla et yritykset tulee sallivammiks kokeilujen suhteen ja se johtuu siitä et growth hackingiin liittyy aina se data, data jonka avulla kyetään osoittamaan asioita.	I believe it will affect in a way that companies become more allowing towards experiments. That is because data is always involved in growth hacking, and you can prove things with data.
Kyllähän se on tavallaan niinku kilpajuoksua. Kun kaikki kehittyy... ..Mut kylhän se vaatii et sä et voi välttämättä erilaistuu mut sä et voi jäädä siitä keltasta pois.	It is kind of a horse race. You can't necessarily differentiate but can't be left out either.
Sanotaan, että varmaan se et me tunnetaan meidän asiakkaat entistä paremmin, me pystytään joko koneiden tai ihmisten avulla, tai niinku jeesaamaan ihmisiä, vaikka meidän kivijalassa, palvelemaan meidän asiakkaita paremmin,	We are able to help our customers better because we know them better, either with help of machines or people.
Sit mä nään tällaiset, ihan simppeleitä juttuja niinku automatisoituja ostoslistoja, ni niis on niinku ihan arjen helpotusta tosi paljon ihmisille.	I see that with simple little things we can improve people's day to day lives.
Ehkä isoin mahdollisuus on et se on niinku meille isoille yrityksille tapa lanseerata tuotteita. Ja ehkä myös se et, isot yrityksethän on hirveen huonoja lopettamaan niinku tuotekehitystä, et meidän teidän näitä tuotteita niinku maailman tappiin näytti se sit niinku punaista tai sinistä tai vihreätä valoa se homma. Tavallaan yks tapa ois just se, että me growth hackingin avulla nähtäis et onks täst mihinkään, okei ei ollu, ja viedään se pois... ..Et ehkä toi on niinku mahdollisuua, mikä menee siihen kokeilukulttuuriin, et saadaan sitä dataa, mitä ei oo ollu aikasemmin mahdollista saada niinku perinteisen markkinoinnin kautta, koska se tulee niinku myöhässä vasta.	Maybe the biggest opportunity in growth hacking is the way large companies can launch new products with growth hacking methods. We can experiment and launch products with lean methodologies, then we get the data that we wouldn't have gotten with traditional marketing.
...niinku jeesaamaan ihmisiä vaikka meidän kivijalassa, palvelemaan meidän asiakkaita paremmin, et siel mä nään paljon potentiaalia. Lisämyynti, just tää lisämyynnin tekeminen kivijalassa on varmaan kaikille aika uutta Suomessa niin jotenkin nään et siin on paljon mahdollisuuksia.	I see great potential in increasing sales in brick and mortar.
Mahdollisuudet on tietenkin just se kasvu ja ehkä jos isossa yrityksessä mis on vakiintunut markkinaosuudet niin sen markkinaosuuden kasvattaminen, nopeempi erottautuminen, et sä alatot ennemmin ku joku muu alottaa sen. Ja löydät niit kasvun juttuja perinteiseltä toimialalta, et se on tietenkin se plussa.	Opportunities that growth hacking bring are obviously growing the company, then increasing market shares and faster differentiation from your competitors, if you start growth hacking before them. Also, finding places for growth in more traditional industries.
Mä en nyt heti keksi miinuksia. Okei miinuksia voi olla se et, riippuu alasta mut tietenkin sä epäonnistut välillä, mut jos sä oot, jos sul on se prosessi et on ihan ok epäonnistua, et korjataan nopeesti ja sit alotetaan jotain muuta, ni en mä nään et tai keksi nyt et mis ois semmonen jos vois tulla joku iso epäonnistuminen.	From the top of my head, I can't see risks for growth hacking. Well, naturally you fail sometimes but if you have a process where it is okay to fail and then you fix it fast and start something new, then I don't see there could be large failures.



...jos se on hallittua ja näin niin en mä nää siinä hirveesti riskejä.	If growth hacking is done well and it's controlled, I don't see many risks.
On siinä varmaan aina kun niinku kokeillaan asioita ni onhan siinä tietyllä tavalla mahdollisuus myös epäonnistua. Kyl siel varmaan voi jotain mokatakin. Jos miettii a/b testausta ni siel on aina sitten se toinen vaihtoehto, ei se nyt sinänsä kovin isoa riskiä ole.	Always when things are tested, there is a possibility of failure. For example, in A/B testing, there's always the other option, but it's not that big of a risk.
Mun mielestä tollasessa growth hacking tekemisessä tulosten täytyy olla hyvin lähellä sitä tekemistä et se ei voi olla sellasta markkinointihöttöä vaan oikeesti siin on se tuloksellisuus taustalla. Niin jos toimitaan sillä tavalla niin ne riskithän on pienet.	I believe that growth hacking needs to be very result oriented, it can't be just marketing buzz. If companies work like this, then the risks for growth hacking are small.
Mut ehkä jotain sellasia riskejä, niinku tossa sanoin ni ollaan vähän niinku lain rajamailla ni se että, markkinoinnin automaatio ja tietoturvan kanssa pitää olla tarkkana ja GDPR tulee niin voiks niinku sillä puolella olla jotain.	Maybe there could be some risks with information security related things and GDPR coming.
Tollanen niinku growth hacker tyylinen tekeminen voiks niinku hyvin nopeesti mennä siihen suuntaan, että kerätään niinku kaikkea mahdollista tietoa asiakkaasta ja sitä säilytetään ja hyödynnetään siihen liiketoimintaan niin ku kaikkiin mahdollisiin keinoihin. Niin jossain tomosessa voiks ehkä olla et jos ei niinku reunaehdot sille tekemiselle oo niinku riittävän selkeet ni voiks ehkä mennä yli. Et siin voiks olla ehkä semmonen riski.	Growth hacking can very fast go into the direction where all kinds of information is gathered, stored and taken advantage of. With these things, there should be clear guidelines and rules that can't be crossed. These kind of things can be risks.
Kyl mä sanoisin et isoissa yrityksissä on se maineriski. Riippuen taas toimialasta. Ja kyl mä niinku nään et kokeilukulttuurissa ja growth hackingissakin on tärkeetä et sä suojelet sitä sun niinku emoalusta ja tavallaan sovit, pitää olla selkeet pelisäännöt et missä pelikentässä sä saat toimii ja mitä sä saat siellä tehdä. Ja sit sä tietysti aina neuvottelet sitä pelikenttää itselles isommaks.	I'd say that large companies have a reputation risk, depending on the industry once again. I believe that even with experiment culture and growth hacking, it's important to protect the parent company and have clear rules of where you can act and what you can do there. But as always, You have to give responsibilities, then something goes a bit overboard, and then you go one step backwards.
Joo, epäonnistuminen. Lähetää hakee jotain ja saadaan mandaatti, ollaan hirveell vaivalla saatu myytyä ajatus ja ollaan unohdettu sanoo, et itseasias tähän voi mennä vähän aikaa. Ja sit niit tuloksii ei tuukkaan niin nopeesti ku mitä headcountit ja kustannukset edellyttäis ja loppuu usko. Niin sellasia riskejä.	Failure is a risk. If we've put a lot of effort into selling the idea in the organisation and we've received the mandate, but we've forgotten to say that it actually might take some time for the results to show. Then when the results don't show as fast as they're predicted based on the headcount and costs, then we might lose faith.
Kaikki on mun henkilökohtaisia näkemyksiä, toki varmaan suurelta osin firmankin näkemyksiä.	Everything has been my personal opinions but they match pretty well with our company's ones.
Haastattelija: Ihan loppuun vielä et oliko kaikki mitä sä sanoit niin oliko tää, oliko nää ihan sun mielipiteitä täysin vai oliko täs niinku company tota mielipiteet? Haastateltava: Minun mielipiteitä kyllä.	These were my opinions, yes.
...kyl mä puhun aina omalla suullani enkä yrityksen edustajana.	I always speak with my own mouth and not as a corporate representative.